ᑲᑐᑎᓗᒍ ᓄᓇᕗᑦ ᐱᕈᖅᐸᓪᓕᐊᑎᓪᓗᒍ
Building *Nunavut* Together
*Nunavut*liuqatigiingniq
Bâtir le *Nunavut* ensemble

Business Plan
Government of Nunavut
2013-2016

TABLE OF CONTENTS

Introduction I

Tamapta – Building our Future Together II

Environmental Scan III

Inuit Employment Plan IV

Core Business - Departments

Executive and Intergovernmental Affairs 1

Finance 17

Justice 33

Culture and Heritage 57

Education 71

Health 89

Family Services 101

Environment 119

Community and Government Services 137

Economic Development and Transportation 153

INTRODUCTION

"*ᑕᒪᑦᑕ/Tamapta: Building our future together*" is the mandate of the Government of Nunavut. It consists of a vision, guiding principles, priorities, and an action plan for the term of this government. It expresses a vision for the year 2030 and seeks to address the needs of Nunavummiut.

Drawing guidance and direction from *ᑕᒪᑦᑕ/Tamapta*, the 2013-2016 Business Plan of the Government of Nunavut is the formal statement of the Government's goals for the next three years. It includes the plans of ten departments and five territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by the *ᑕᒪᑦᑕ/Tamapta: Building our future together*. This is followed by an Environmental Scan, an Inuit Employment Plan, and Core Business sections, which detail program areas and tactical/operational priorities for the next three years.

The **Environmental Scan** provides the context, or setting, for the operations of each department and territorial corporation. Their clients, challenges (constraints and pressures) and opportunities are described.

The **Inuit Employment Plan** provides information on government-wide Inuit employment goals and initiatives for the 2013-14 fiscal year. It also includes an aggregation of initiatives of individual departments.

The **Core Business** section describes, for all departments and crown corporations, their business lines and the corresponding budgets contained in the Government of Nunavut's 2013-2014 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2012-2013 fiscal year. New priorities for each program are outlined for 2013-2016.

The **Appendix** for each department provides a financial summary of its operations. This information ties the Business Plan to the Main Estimates. Some departments and crown corporations have further appendices with information relevant to their operations.

Electronic copies will be available on the Government of Nunavut's website at *www.gov.nu.ca*.

Note: The following functions have transferred between departments corporations.

Energy
Transferred from Executive and Intergovernmental Affairs to Economic Development and Transportation

Piqqusilirivvik
Transferred from Culture and Heritage to Nunavut Arctic College

Sport and Recreation
Transferred from Culture and Heritage to Community and Government Services

Sustainable Development
Transferred from Executive and Intergovernmental Affairs to Economic Development and Transportation

Anti-Poverty
Transferred from Economic Development and Transportation to Family Services

Career Development
Transferred from Education to Family Services

Homelessness
Transferred from Nunavut Housing Corporation to Family Services

Income Support
Transferred from Education to Family Services

Social Advocacy
Transferred from Executive and Intergovernmental Affairs to Family Services

Social Services
Transferred from Health to Family Services

Inuit Employment
Transferred from Human Resources to Executive and Intergovernmental Affairs

Training and Development
Transferred from Human Resources to Executive and Intergovernmental Affairs

Other Human Resource Functions
Transferred from Human Resources to Finance

ᓄᓇᕗᑦ
Nunavut

TAMAPTA
ᑕᒪᑦᑕ
Building our future together

Government of Nunavut Priorities

This page is purposely blank.

OUR VISION

Our vision comes from who we are, what we have accomplished, and where we are heading. The next 20 years will come and go very quickly. Guided by Inuit values and culture, by the year 2030:

Nunavummiut will continue to have a highly valued quality of life and a much better standard of living for those most in need.

Individuals and families will all be active, healthy and happy.

Communities will be self-reliant, based on Inuit societal values, with reduced dependence on government.

Nunavut will be recognized for our unique culture, our ability to help one another, and for our useful contributions to Canadian and global issues.

TOGETHER WE CAN REACH OUR VISION

It will take all of us working together, for the next two decades, to reach our vision. The 2030 vision for Nunavut acknowledges and builds on our history as a Territory and the good work that has already been done. But there is still much more to do and government cannot act alone.

The actions we take today will have a big impact on tomorrow. With this in mind, the mandate from 2009 – 2013 addresses our most important priorities for people and for our communities. It ensures that for generations to come Nunavut is a wonderful place to live with a wide range of opportunities and a variety of economies.

Our past, the present, and our future:

- In the first ten years (1999 – 2009) Nunavut came into formal existence and is now well established as a Territory. In the beginning, the focus was on developing a system for governance, infrastructure, basic programs and services and making a good start on cultivating our ability to govern ourselves.
- In this mandate (2009 – 2013) we will keep going - maintain the momentum - by working together with Nunavummiut. Our focus will be on communities and people working with government to build our future. We will review where we are, and build on our successes while improving the things that are not working well.
- Over the next ten years (between now and 2020) we will continue to actively pursue the goals of the first two Assemblies, without losing sight of our long-term priorities.
- Through steady progress (between now and 2030) Nunavut will be better able to realize and live up to its potential and will allow us to reach our vision.

GUIDING PRINCIPLES

Inuit have always lived in a harsh climate. Survival is only achieved by working together and passing on life skills and principles for living. Over the past ten years, our government has been guided by Inuit societal values, including those outlined in *Pinasuaqtavut*. We will continue to be guided by these principles from now into the future:

Inuuqatigiitsiarniq:	respecting others, relationships and caring for people.
Tunnganarniq:	fostering good spirit by being open, welcoming and inclusive.
Pijitsirniq:	serving and providing for family and/or community.
Aajiiqatigiinniq:	decision making through discussion and consensus.
Pilimmaksarniq/Pijariuqsarniq:	development of skills through observation, mentoring, practice, and effort.
Piliriqatigiinniq/Ikajuqtigiinniq:	working together for a common cause.
Qanuqtuurniq:	being innovative and resourceful.
Avatittinnik Kamatsiarniq:	respect and care for the land, animals and the environment.

WE SHOULD ALL HAVE WHAT WE NEED

All Nunavummiut deserve to have their basic needs met. This means working together with families and communities to ensure:

- Affordable, healthy food, safe water, and a home
- Safety
- A sense of belonging and purpose
- Family support and friendship
- Education and opportunities to learn
- Communication in our preferred language
- Personal responsibility
- Pride in our culture and in who we are
- Stewardship of our environment and wildlife
- Access to the land for personal growth
- Opportunities for fun, recreation and cultural activities

TAMAPTA: BUILDING OUR FUTURE TOGETHER

We can improve the quality of life for all Nunavummiut. Our government is making a solid commitment to undertake and support the following priorities in the years 2009 to 2013:

- **Improve education and training outcomes**

Nunavut should have a wider range of options for education, adult learning and training. We need to recognize all types of accomplishments to empower our youth to take on leadership roles that reflect their personal aspirations and culture. Our goal is to have more graduates and to reduce the gap between unemployed people and job opportunities. Families will be encouraged to work with schools to find more ways to support students and help them continue learning.

- **Reduce poverty**

Too many Nunavummiut live in poverty and suffer its effects. We believe that everyone should have their basic needs met and we are committed to doing this. Developing a standard for Nunavut's quality of life will be a start to ensuring that all Nunavummiut will have what they need.

- **Connect our community**

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. All generations, from youth to elders, will be encouraged and supported in expanding their individual roles in governance and leadership. We will increase opportunities and programs to support social, sports, recreational and traditional activities in communities and on the land.

- **Increase housing options**

Everyone deserves to have a home. As our population continues to grow, we will build more housing and provide better diversification in the type of housing available. In doing this, we will provide opportunities for Nunavummiut to learn new skills and be gainfully employed while addressing one of our most important needs.

- **Increase support for culture and the arts**

Nunavut is recognized for its unique language, culture, heritage and rich artistic presence. By taking active ownership of our cultural identity, we will provide more opportunities for all aspects of the arts to flourish. We will work together with communities, artists, and businesses to build a more cohesive culture and arts sector. It will include traditional and contemporary visual arts, language, performing arts, and all other forms of artistic expression.

- **Help those at risk in our communities**

There are too many people experiencing personal pain and hardships without enough assurance that they will be helped. We will establish an office for advocacy and action on behalf of challenged and disadvantaged individuals and groups. Government support will be inclusive and integrated, offering help for all those experiencing serious difficulties but targeting help to those at most significant risk or disadvantage.

- **Support community-based, sustainable economies**

Inuit have historically worked together as families and communities to provide for themselves while caring for our land and natural resources. We should all have opportunities to take care of our family needs in a way that is consistent with our interests and abilities, our cultural values and current realities. By working in partnership with government, communities will become more economically active, productive and self-reliant and Nunavummiut will continue to be stewards of our environment.

- **Address social concerns at their roots**

We have spent a long time talking about issues and finding ways to resolve them. It is essential to be more holistic in our approaches and to understand what is causing the problems in the first place. Early prevention and intervention will help to reduce alcohol and drug abuse, suicide and crime, especially if the solutions are driven by community members. Many people are already actively involved in helping their communities as volunteers. Enhancing our cultural pride and asserting our identity will further strengthen our self-sufficiency and ability to help each other as families and communities.

- **Improve health through prevention**

Health and wellbeing of all Nunavummiut is critical to improving northern quality of life. We all have a role to play in being active, healthy and happy. Our focus will be on early prevention of health problems and improving the overall standard of living in Nunavut. Emphasis will be placed on those who are the least able to look after themselves.

- **Enhance our recognition in Canada and the world**

Nunavut is a wonderful and welcoming place to live, with a vibrant mix of many cultures. Climate change and its impact on the Northwest Passage have increased awareness of the north and the ways of Inuit. The eyes of the world are on our Territory.

We must now show the determination and ability to present our views and ideas on matters of national and global importance. We will assert our presence, establishing our credibility and voice outside of Nunavut.

- **Strengthen the public service**

Through the Qanukkanniq Report Card, Nunavummiut provided their input on the areas where their government was performing well and where the public service required improvement. All of the actions under Tamapta will be either delivered by or coordinated with the Government of Nunavut's public service. In order to reach our Vision, the public service must have the resources and tools necessary to effectively carry out their work, including improved financial, human resources, business planning, and informatics systems.

DECLARATION OF CONFIDENCE

We believe in Nunavut.

We have hope for its vibrant future,
built by our people pursuing their dreams.

This page is purposely blank

ᓄᓇᕗᑦ
Nunavut

Environmental Scan

This page is purposely blank.

ENVIRONMENTAL SCAN

Demographics 1

Geography 3

Economy 4

Social and Cultural Factors 7

Energy and the Environment 17

Infrastructure 20

Resource and Capacity Challenges 22

Governance 26

This page is purposely blank.

ENVIRONMENTAL SCAN

In working toward its Vision, the Government of Nunavut must take into account a wide range of issues that address the unique opportunities and challenges of the territory and its people. These circumstances include Nunavut's unique system of governance and the many external forces affecting our potential for success as we advance our priorities. The following have an important bearing on the approaches the Government will adopt in pursuing its work.

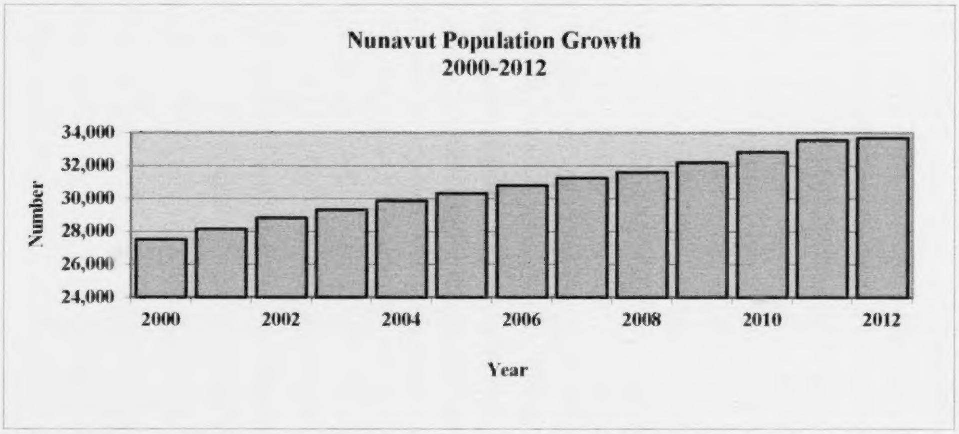
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- Energy and the Environment
- Infrastructure
- Resource & Capacity Challenges
- Governance

This section of the Business Plan will explore the impact that all of these factors have on the approach the Government of Nunavut takes to serving Nunavummiut.

Demographics

Nunavut has Canada's youngest and one of the fastest growing populations. On average, the population has been growing by 1.7 percent annually since 2000. In total, the population has grown by 22.6% percent over the past 12 years. By comparison, Canada has grown an average of 1.1% annually or by a total of 14.1% over the same period.



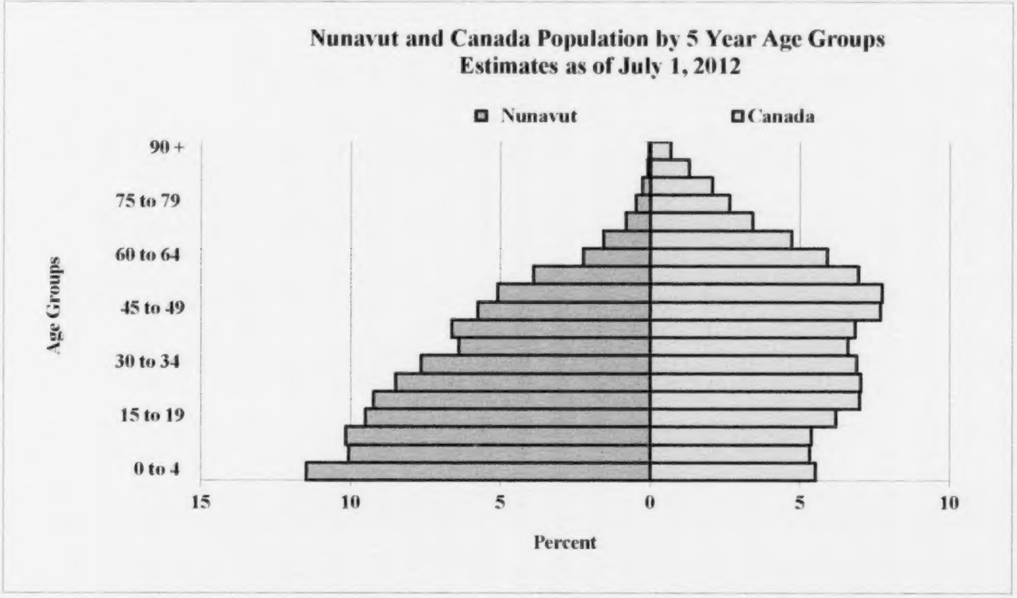
As of 2012, the median age of the Nunavut population was 24.7 years, compared to 40.0 years in Canada. The youthfulness of Nunavut is apparent, as 31.7% of the population is below the age of 15, compared to 16.2 % in Canada. Despite the youthfulness, the population is aging, as the number of seniors has increased by 56.2% since 2000. Seniors, however, presently make up a small percentage of the population, where 3.3% are 65 years of age and older, as compared to 14.9% in Canada.

Nunavut and Canada Population by age groups
Estimates as of July 1, 2012

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	10,693	5,663,163	31.7	16.2
15 to 64 years	21,882	24,030,506	64.9	68.9
65 years and over	1,122	5,186,822	3.3	14.9
Total	**33,697**	**34,880,491**	**100.0**	**100.0**

Source: Statistics Canada, Demography Division

The population pyramid shows the difference in the age structure of Nunavut and Canada. The large percentage of younger Nunavut residents and the general pyramidal shape of the age structure reflect a youthful population. In Canada, the large 'bulge' in the older age groups reflects the aging baby boomers and a significantly older population in general.


Nunavut and Canada Population by 5 Year Age Groups
Estimates as of July 1, 2012

The Nunavut population continues to place new demands on the health and education systems and on the wage economy. Changing demographics pose challenges, but also offer opportunities, for all departments and agencies within the Government of Nunavut. In order to effectively plan for the future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

Geography

Nunavut's many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 33,322 (as of July 1, 2011). This results in a population density of only 0.017 people per square kilometre. For comparison, Canada has a population density of 3.4 people per square kilometre (based on 9.985 km^2, with a population of 34,108,752).

Community Population Estimates July1, 2011

Iqaluit	7,152	Coral Harbour	852
Rankin Inlet	2,717	Repulse Bay	838
Arviat	2,308	Sanikiluaq	830
Baker Lake	1,938	Arctic Bay	778
Igloolik	1,711	Hall Beach	725
Cambridge Bay	1,666	Kugaaruk	713
Pangnirtung	1,506	Qikiqtarjuaq	553
Pond Inlet	1,481	Kimmirut	466
Kugluktuk	1,450	Whale Cove	407
Cape Dorset	1,427	Chesterfield Inlet	389
Gjoa Haven	1,161	Resolute Bay	258
Clyde River	928	Grise Fiord	157
Taloyoak	878	Other areas	33

Source: Statistics Canada, Demography Division, Special Tabulations

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there is a need for transportation from or to those communities on a regular basis. These transportation costs vary widely, but regardless of the community, the transportation costs for government services are considerable.

The headquarters functions for many government departments are located in the capital city of Iqaluit, but their operations must remain focused on the needs of all Nunavummiut. The 25 communities served by the Government of Nunavut, are widely dispersed, each with its own municipal government and unique circumstances. It is crucial that government come to understand the needs of these communities, in order to work effectively with Nunavummiut to ensure that everyone's needs are addressed.

Economy

Nunavut's mixed economy is characterized by traditional land use activities, a relatively large public sector, and a rapidly expanding mining industry. Numerous economic sectors hold great potential, but are currently underdeveloped, such as tourism, fisheries, arts & crafts and film.

Key challenges in the development of Nunavut's economy include the development of transportation infrastructure, the development of a robust community-based entrepreneurial sector, the orderly development of mineral and petroleum resources, the cost of reaching suppliers and markets, and the need to build capacity in the workforce. Continuing economic problems include the high cost of doing business, low employment rate, and economic leakages and distortions. Nunavummiut need to be in a position to participate in all aspects of economic growth in the territory. The primary objective of government in this area is to help transform Nunavut's enormous potential into economic benefits for Nunavummiut.

Community Economic Development and Entrepreneurship

The private sector, especially small Nunavut-based businesses, still represents only a small portion of the economy. Many business opportunities require management skills and capital that small business owners do not currently possess. There is a need to support the young and growing population of Nunavut through education, training and skills development in business. Local human resource capacity issues, which limit economic growth in the territory, must be addressed through education and skills development, in order to promote and support local entrepreneurship.

Community-based economic development provides for the identification of community strengths and weaknesses, particular growth opportunities, and community-specific needs. Thus, economic development becomes a tool for strengthening community, for fostering social inclusion, and for reducing dependency on government assistance.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment. The development of our mineral and petroleum resources has the potential to generate significant economic benefits for Nunavut. In fact, over the past few years, Nunavummiut have benefited significantly from mine development, exploration and gold production.

In 2012, commodity prices were generally fluctuating below their post-recession peak attained in 2011. We anticipate the level of mineral exploration spending to recede fractionally in 2013, due to financial factors.

The Meadowbank gold mine, which started production in 2010, remains the only producing mine in Nunavut. A strong increase in output-value is anticipated, as both production and the price of gold have continued to rise in 2012. Its operator, Agnico-Eagle Mines, also owns the Meliadine gold project near Rankin Inlet. In the Qikiqtaaluk region, construction on the Baffinland Iron Mines' Mary River project could begin as early as 2013.

Nunavut has significant petroleum potential. Current estimates place its conventional undiscovered resources at 25 percent of Canada's conventional crude oil resources and 34 percent of Canada's conventional natural gas resources. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential, as much of the current knowledge is very dated.

Control of land and resource management responsibilities is essential to long-term economic development and the territory's self-sufficiency. Currently, the federal government controls the revenue generated from developed Crown lands in Nunavut. This is not the case in the provinces or the Yukon.

Devolution of authority for land management from the federal government to the territorial government is needed if Nunavummiut are to be self-reliant and the beneficiaries of future economic growth. Devolution will provide Nunavut with control and the opportunity to collect mineral and petroleum royalties.

Tourism, Trade and Cultural Industries

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. The tourism sector generates external capital, promotes Inuit culture and the protection of the territory's natural resources. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. Tourism has regained most of the ground it had lost during the global recession of 2009. Key industry stakeholders are currently involved in the process of drafting a tourism strategy, which once formally approved will guide the long-term development of this economic sector.

The trade of locally produced products faces many challenges in Nunavut. On the supply side, Nunavut businesses and development corporations need to become export-ready, to develop value-added components, and build the capacity to enter extra-territorial markets. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, marketing and establishment of distribution channels. Nunavut produces unique products in film, arts and crafts, and tourism, and each sector provides important economic opportunities for the territory.

Inuit cultural activities, and above all, Inuit stories, form the basis for viable economic activity and help create sustainable livelihoods for families through the arts, crafts and cultural industries. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today, for which there is a ready market. Making art contributes to the development of pride in culture, self-esteem and even healing. It promotes learning and entrepreneurship. The products of our cultural industries are known worldwide, and they contribute to the success of other economic sectors, such as tourism. However, accessibility of markets needs to be fostered and marketing opportunities need to be generated and supported.

Labour Market

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain that employment, is one that is shared across all governments and other institutions. The government must continue to strive to create private sector employment, as it did rather successfully over the past few years.

On average for July to September 2012, the number of employed people in Nunavut was estimated at 12,200, up by 500 from the 3-month average ending September 2011. Also on average for July to September 2012, the employment rate was 57.9% while the unemployment rate was estimated at 14.8%, down from 17.2% in 2011.

Over the past 12 months, employment for both Inuit and non-Inuit increased. The employment rate for Inuit jumped from 46.1% to 48.4%. For non-Inuit, this rate gained one percentage point and currently stands at 91.2%.

In the three-year period leading to January 2012, nearly 2,000 jobs were created in Nunavut, mainly in the private sector. In terms of percentage, employment grew at a rate of over 6% annually since 2009. In 2012, employment levels are setting records. The employment rates are expected to remain at healthy levels in 2013, as major mining projects are expected to commence.

Income Support

Income Support programs provide financial resources in combination with other government programs and services to help people achieve independence and self-reliance. The purpose of the programs is to address cost of living issues, compensate for little or no-income, maintain family income where an income earner becomes unemployed, or retires, and provides support to those who, because of a disability or illness, are unable to earn an income.

The programs are designed to help individuals and families meet their financial needs: Social Assistance, Daycare Subsidy, Senior Citizen Supplementary Benefit, Senior Fuel Subsidy, Building Careers, Transition to Work, and the Nunavut Child Benefit/Territorial Worker Supplement.

Between 2004-05 and 2009-2010, Income Support expenditures increased from $23.94 million to $28.3 million, largely due to an increased caseload. In 2010, approximately 6,600 different heads of household (13,716 recipients), or 41% of family units continued to seek and rely on income support during the year (Department of Education data).

It must be understood that self-reliance is a shared responsibility between the individual, the community and the government. As Nunavut's large cohort of young people become adults, efforts must continue to improve the link between income support to programs and services that provide Nunavummiut with the skills to participate fully in their community and the economy.

Poverty Reduction

Poverty in Nunavut has many dimensions. It is linked to food insecurity, poor health, low rates of school achievement, low income and high levels of family stress.

From an historical perspective, the social and cultural changes that have taken place over the past 50 years, have challenged self-reliance and created problems that we now see expressed as poverty. As Inuit knowledge and culture was increasingly detached from how Inuit secured their standard of living, gaps were created in the systems that supported the Inuit way of life.

Closing these gaps is the essential work of poverty reduction. This work requires collaboration and a sustained commitment by governments, Inuit organizations, communities, non-government organizations and businesses across many sectors. Poverty will require ongoing public engagement in the development and implementation of solutions.

Social and Cultural Factors

Culture and Heritage

Nunavut's unique culture and history forms a defining element in the creation of the territory. The material record of the human history of Nunavut and the accomplishments of past generations takes many forms, including thousands of archaeological sites and artifacts, cultural landscapes, and historic buildings. It also includes vast collections of written documents, photographs, film, oral histories, video and sound recordings that document people, places, events, language and traditions.

Nunavut's heritage assets are a largely untapped source of invaluable knowledge that is directly relevant to critical issues facing the Government of Nunavut in the areas of elders, youth, language, and Inuit Qaujimajatuqangit.

Nunavummiut express a desire to have a government that reflects their values, traditional knowledge, and approach to life. The Government of Nunavut has the opportunity to create a new model for governance in Canada that integrates Inuit Societal Values, progressing to reach a representative level of Inuit employment, and integration and promotion of the Inuit Language.

While the Government of Nunavut does follow the guiding principles of Inuit Societal Values outlined in *Tamapta/ᑕᒪᑉᑕ: Building our future together*, much work remains to be done to reflect those values in all of the government's policies, programs, and workplaces.

Language

A passionate commitment to the Inuit Language and culture motivated a generation of Inuit leaders to launch the decades-long struggle to establish Nunavut. The creation of the Territory with its Inuit majority (84% according to 2006 census data) provides a unique opportunity to safeguard one of Canada's strongest Aboriginal languages, and the centuries of values, history and knowledge that it embodies, while respecting and protecting the rights of those using English or French.

In 2006, about 70% of the territorial population reported the Inuit Language as their mother tongue, 54% identified it as the main language used in the home, and 77% reported being able to speak it. About 26% of the population reported English as their mother tongue, 44% identified it as the main or only language used in the home, and 88% reported being able to speak it. About 1.4% of the population reported French as their mother tongue, 0.7% used it as the main language in the home, and 4% reported being able to speak it.

Nunavut's new *Official Languages Act* was approved by the Legislative Assembly on June 4, 2008, and received federal parliamentary concurrence on June 11, 2009. The Act recognizes the Inuit Language, English and French as Nunavut's three Official Languages. It creates obligations for the Legislative Assembly, the Courts, departments of the Government of Nunavut and public agencies to actively offer their communications and services to the public in the official languages, in a culturally appropriate and effective manner, at their head or central service offices. It should be noted that the Inuit language regionally means Inuinnaqtun in the western part of the Kitikmeot, and Inuktitut everywhere else in Nunavut.

The *Inuit Language Protection Act* was proclaimed in 2008, and many of its provisions are now in force. The Act responds more specifically to the challenges confronting the Inuit Language and its speakers by protecting and promoting its quality and prevalence throughout Nunavut society. The Act guarantees the right to education in the Inuit Language, protects unilingual and bilingual territorial public servants who prefer to work in the Inuit Language, and defines specific obligations for government, municipalities, and businesses for the provision of their day-to-day services generally available to the public in the Inuit language.

Different individuals and organizations have responsibilities to promote, implement and enforce the legislation. The Minister of Languages plays a central role in coordinating, managing and monitoring the work of departments and public agencies in implementing their language obligations; preparing and maintaining a government-wide and multi-sector comprehensive implementation plan; and developing policies and programs intended to promote the advancement of the Inuit language. The Minister also oversees the equality of all official languages, and reports annually to the Legislative Assembly on progress made in implementing the legislation. The Minister is supported by the Department of Culture and Heritage in fulfilling this mandate.

The Inuit Uqausinginnik Taiguusiliuqtiit was established under the *Inuit Language Protection Act* as a public agency, now operating at arm's length from the government. The Inuit language authority is mandated to develop, standardize, and promote terminology; establish oral and writing competency levels; review or administer language assessments for the purpose of certification; supervise or undertake language research projects; administer an award program recognizing outstanding language achievements; provide assistance to businesses and other organizations regarding the proper use of terminology and spelling on signs or other documents; and generally collaborate with any organizations sharing similar objectives to develop, use and standardize the Inuit language within Nunavut and abroad.

Since 1999, Nunavut has had a Languages Commissioner. As a language ombudsman and watchdog, this office provides a place for Nunavummiut to bring forward their concerns about language practices of government and non-government organizations. With added non-investigative and investigative powers, the Languages Commissioner can make recommendations for changes, and for difficult cases, file a court application for binding enforcement.

The responsibility in implementing the legislation is also shared by all departments of the Government of Nunavut and public agencies. Cabinet has further oversight to ensure effective planning, maximize the use of resources toward implementation, and focus on delivering concrete results to Nunavummiut. Incidentally, individuals, families, communities and non-government organizations are also all partners in protecting and promoting our language, culture and identity.

Inuit Societal Values

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. It is a Tamapta priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut.

Programming that collaborates with Elders will focus on Inuit social knowledge & values, Inuit ways of counseling, cultural teaching for healthy living, traditional skills & knowledge workshops on land based healing and wellness & counseling.

Community based Inuit Societal Values Projects are initiatives to promote Inuit Qaujimajatuqangit and to strengthen the role of Elders in addressing the social problems and issues in Nunavut. The intent is to provide Inuit with the opportunity to have a say in maintaining order and peace according to their culture and tradition, as well as identifying gaps in and finding possible solutions to community and social wellness issues.

Youth

Sport and recreational opportunities are vital to developing and sustaining healthy, active communities. Nunavummiut of all ages benefit from introductory, recreational, and competitive programs offered at both the community and intercommunity levels. In many cases access to intercommunity programs and opportunities is determined by flight costs and logistics, since participants must travel by air between communities.

Traditional activities are important to youth as they develop, and opportunities to participate in these activities must be fostered and supported by communities and government.

Nunavummiut pursuing competitive and high performance sport represent the territory at major multi-sport games such as the Arctic Winter Games, Canada Games, and North American Indigenous Games.

While the Government of Nunavut promotes positive role models and encourages youth to participate in or volunteer for community events, there is always a need for youth to get involved in building their own futures. These initiatives are successful only with effective partnerships with communities, families, and elders.

Even with efforts to promote healthy and active youth, challenges persist, which can have negative impacts on the self-esteem and productivity of our youth. The recently released suicide prevention strategy draws attention to the most alarming of these challenges, and the forthcoming implementation plan will address some of the most significant challenges facing youth.

Elders

The majority of elderly people in Nunavut are unilingual Inuit Language speakers who face challenges in accessing programs and services provided by governments and other organizations. This further highlights the urgency to focus on using the Inuit Language in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice.

Elders who have lived on the land are a repository of oral history and tradition, and may be able to give youth critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and elders also provides opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our youth.

In addition to documenting the past, elders' input is needed to shape the future of government in order to reflect Inuit Societal Values in its daily operations.

Educational Attainment

As the global and Canadian economy recovers, economic activity in Nunavut will also recover, particularly in the mining sector. However, Inuit Nunavummiut may not benefit from the recovery to the same degree as non-Aboriginal Canadians, both in Nunavut and in the rest of Canada. In large part, this is due to differences in educational opportunities and attainment.

For all educational attainment indicators, except trades and college, Inuit Canadians aged 24-64 are significantly behind non-Aboriginal Canadians. Overall, just 31% of Inuit Nunavummiut reported that they have some post-secondary education compared to 61% of non-Aboriginal Canadians. The difference is most acute for those without high school graduation and university. The differences in educational indicators are reflected in the 2006 employment and unemployment rates and average earnings. Inuit Canadians do not participate in and benefit from the economy to the same degree as non-aboriginal Canadians.

Educational Attainment of Inuit and Non-Aboriginal People aged 25 to 64

	Inuit Nunavummiut	Non-Inuit Nunavummiut	Non-Aboriginal Canadians
Without high school graduation	60%	7%	15%
High school graduation or equivalent	9%	14%	24%
Post-Secondary Qualification	31%	78%	61%
Trades Certificate or Diploma	10%	8%	12%
College Certificate or Diploma	18%	24%	20%
University Certificate, Diploma, or Degree	4%	46%	28%

Source: Statistics Canada, Selected 2006 Census Data on the Aboriginal Identity Population, Publication 89-636-x.

Educational Needs

Geography plays an important role in the design, delivery, and evaluation of educational programming in Nunavut. Improved information technology infrastructure is essential to support distance learning and program delivery in all education and training areas throughout the territory.

Our successes have been driven in large part by funding targeted at specific employer needs. As a result, Nunavut has a series of impressive achievements in career training and professional education. However, we are challenged by the need to make similar advances in building general adult learning capacity both for Nunavummiut preparing for college and for Nunavummiut who need general university preparation.

The most critical challenge in developing a skilled Nunavummiut workforce able to compete in a modern economy is the high school diploma or equivalent. 60% of Inuit Nunavummiut aged 25-64 lack high school graduation compared to only 15% of non-Aboriginal Canadians. Education and Nunavut Arctic College are working together to move forward with a High School Graduation Diploma for Mature Students.

Early Childhood Education

Licensed childcare facilities and early childhood programs are operated by non-governmental societies or groups. The Government of Nunavut assists organizations through funding and support to help facilitate services. Due to cost of program delivery, some licensed facilities have had to raise parental fees, increasing the financial burden on families whose children participate in licensed early childhood development programs, which may hinder participation in training or entry into the work force. The availability of appropriate early childhood facilities and programs is limited in many communities, and there is a need to ensure that staff working in these facilities and programs are properly trained and retained. To support the development of Inuit language and culture, the *Education Act* mandates that District Education Authorities (which began July 1st 2011) must provide early childhood programming, often in partnership with existing early childhood programs.

Kindergarten to Grade 12 (K-12) Schools

High school education attainment within Nunavut has shown significant improvement over the past decade, with 228 students graduating in 2011, compared to 178 in 2005, and only 128 in 1999 (Department of Education data).Youth are becoming more aware of the positive impacts an education can have on all aspects of their future. It must be noted that graduation rates from grade 12, college, and university remain significantly below national averages. While progress is being made to reduce the dropout rate in Nunavut, overall 38% of adults have not graduated from high school.

The K-12 school system will face numerous challenges during the next few years such as the need to improve student attendance, implementing bilingual education, and complying with new legislation such as the *Education Act, Inuit Language Protection Act* and *Official Languages Act*. Approximately 60 additional teachers were hired in 2011 to support bilingual education and to help ensure a wide range of program offerings. Increasing the number of Inuit educators, producing bilingual curriculum, teaching and learning materials for all grades, and addressing impediments that affect the hiring of new teachers, such as the availability and affordability of housing, are all important in strengthening K-12 education in Nunavut.

Adult Education

Post-secondary education has a direct impact on people's ability to compete in the labour market, on the types of jobs they obtain, and the remuneration they receive. As the number of grade 12 graduates' increases, the post-secondary cohort in Nunavut is expected to grow in parallel. This will have a significant impact on the demand for programs and services. This growth will result in increased pressures in all of the following program areas: post-secondary education, student financial assistance, early childhood services, literacy, trades training, apprenticeships, and adult basic education.

A priority effort is also needed to focus strategically on raising literacy skills (English and Inuit language) and basic education levels. Short-term funding from the federal government fiscal stimulus package initiated in 2009 supports an increase in funding availability and flexibility, but does not provide a long-term solution. The current Adult Basic Education and General Education Development programs are not meeting the needs of all clients. A made-in-Nunavut Mature High School Graduation program, as well as the utilization of Prior Learning Assessment and Recognition (PLAR) in skills development and recognition may improve adult education outcomes. Training and educational opportunities for unilingual Inuit adults is also important. Without these efforts, there will be very few candidates with the basic skills needed to participate in Nunavut's future economic opportunities.

For post-secondary education, 4% of Inuit Nunavummiut have some university education, compared to 28% of non-Aboriginal Canadians. Successful university partnerships have already been delivered in Nunavut (e.g. teacher and nurse education), but general university capacity also needs to be built. There is currently no university in the north. There may be significant opportunities to provide accessible university education in the North, for the North and by the North - education that is uniquely committed to the sustainability of the North and the needs and cultures of the people who live here.

Health Status of Nunavummiut

The delivery of health care services faces many unique challenges and needs when it comes to providing for the health and well-being of Nunavummiut. The health status of Nunavummiut is significantly below the national average. Overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are almost four times higher in Nunavut. Tuberculosis continues to be a critical public health issue for the government. Social problems in Nunavut are also of major concern.

Incidents of child abuse, family violence, and suicide are stark reminders that these social problems will only lead to an increased impact on the already overburdened health and social services system.

The Government of Nunavut recognizes that for health indicators to improve, a focus on healthy living and injury prevention is required. Active living, eating nutritious foods and abstinence from drugs, tobacco and alcohol are the foundations of prevention.

The Government of Nunavut's department of Health and Social Services is currently engaged in health promotion initiatives such as programs to reduce tobacco use and promote food security and nutrition.

Healthy living encourages healthier pregnancies, lower rates of chronic disease, and improved mental wellness. Healthy living is also closely related to providing Nunavummiut with structures that support healthy living. This includes having the right to safe drinking water, appropriate infrastructure, such as recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

Sustainability of the Health System

Strengthening the overall financial and administrative management of Nunavut's health care system is crucial to the sustainability of service delivery in the territory. Nunavut's health care system and social services delivery system are facing challenges. The Government of Nunavut continues to invest additional resources into public health, recognizing that by making investments in health promotion and preventative care now, the high cost of primary health care in the future can be offset.

In order to help contain cost increases, proactive steps are being taken to strengthen financial and human resource management. Greater emphasis is being placed on the evaluation of departmental programs and services to ensure effectiveness and efficiency. The Department is also developing an appropriate tool to determine suitable infrastructure.

Health Information

Current gaps in health data and capacity in the specialized field of health information and research compromise the ability to effectively design, deliver and evaluate its programs, and perhaps more importantly, report on the health status of Nunavummiut.

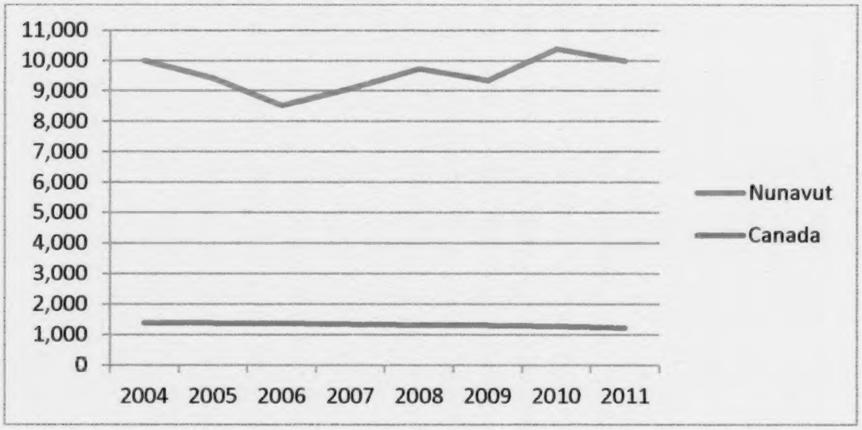
Once fully implemented, the Electronic Health Record (EHR) will provide the department with a sophisticated, accurate data system that will effectively track and help direct limited resources. The EHR will also provide tracking tools for public health surveillance.

Crime & Justice

There are a number of factors posing unique challenges for the administration of justice in Nunavut.

Statistics indicate that the rate and severity of violent crime in Nunavut far exceed the National average. As indicated in the chart below, the 2011 violent crime rate in Canada was 1230.8 per 100, 000 persons, while it was 9, 987 per 100, 000 in Nunavut. The difference indicates that the risk of violent crime in Nunavut is around 8 times higher than in Canada.

Rate of Violent Crime

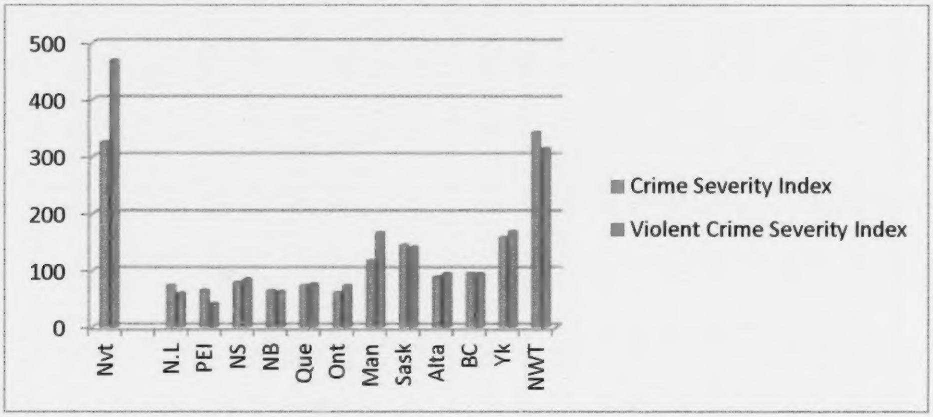


Source: *Statistics Canada*, July 24, 2012

The Government of Nunavut has made some progress in reducing crime rates, but new initiatives that address the roots of the problem and are community-driven and culturally appropriate are needed. There is a need for a continued emphasis on crime prevention and programs for offenders and victims. Prevention requires a coordinated response involving individuals, families, communities, private and government agencies.

As indicated in the below chart, in 2012, Nunavut's Total Crime Severity Index was 326.1, with a Violent Crime Severity Index of 469.3. Nunavut and the Northwest Territories continue to report the highest Crime Severity Index values.

Total Crime Severity Index vs. Violent Crime Severity Index



Source: *Statistics Canada*, July 24, 2012

The increase in firearms-related offenses, breaches of the peace, break-ins, assaults, sexual assaults, and uttering threats speaks to the need for a coordinated strategic approach by all pertinent stakeholders to deal with crime prevention and reduction, as well as with appropriate and proportional sanctions for such offenses. The majorities of the offenses committed involved the consumption of alcohol or illegal substance.

Nunavut has a high rate of domestic violence, which poses special challenges to the justice system. While innovations like the *Family Abuse Intervention Act* are a good start, more work is required to understand and address the rate of domestic abuse and its effect of the various elements of the justice.

Many factors could help explain the high rate of crime in Nunavut, including low overall education attainment, overcrowded homes, and substance abuse, which is frequently associated with unemployment, family violence, and suicide.

The impact of addiction is felt by a wide range of the population and many of these crimes are fuelled by substance abuse, predominantly alcohol. Many offenders have been victimized themselves, or suffer from undiagnosed untreated mental illness. This underscores the necessity for a coordinated approach to crime prevention, public safety and community justice.

The Government of Nunavut opened its first women's correctional facility in June 2010, and is scheduled to open a new men's facility in Rankin Inlet. However, the corrections system continues to suffer from a lack of institutional bed space to meet the increasing demand, and to repatriate all territorial offenders, male and female, who are currently being held in other jurisdictions, including the Northwest Territories, Ontario, and Nova Scotia. It is a challenge to provide culturally relevant programming to offenders, even within the territory, let alone in other jurisdictions.

Rising crime rates also correlate to stress on the court system. The Nunavut Court of Justice currently has 12 homicide trials on its docket in addition to a myriad of other criminal matters. As caseloads grow further, strain is placed on the capacity of judges, court staff, prosecutors, and legal aid. The root causes of criminal activity must be addressed so that fewer offenders become involved in the justice system and end up before the Court.

Strain on courts and corrections will also increase as the Federal Government lengthens sentences and removes judicial discretion. Unless changes are made to the existing systems, the young demographic and rapid population growth will continue to put strain on the formal institutions of the criminal justice system. Youth are more likely to come into conflict with law enforcement, which has a direct impact on the resources required to assist offenders, victims, and communities. The average age of the Nunavut population is 24 years old.

Additionally, resource development and an influx of people and money into Nunavut may serve to exacerbate current crime and public safety concerns. Work must be done to coordinate stakeholders in the government, police, justice, Inuit Organizations, and private sector, to prepare for the social and judicial consequences of economic activity.

Adequate support is needed for Community Justice Committees to develop community-based solutions to these issues. There is a need for enhancement and expansion of culturally sensitive, community-based programs to support victims and families, to prevent crime, and to work with offenders in their home communities. This would include community-based dispute resolution mechanisms, in place of southern adversarial practices or formal justice institutions.

A lack of understanding of the criminal, civil, and family justice systems makes it essential that public education material be provided to inform citizens about the justice system. Access to justice and increased accountability and responsiveness in society as wells as cross-cultural training within the justice system is needed to meet not only the clients' needs, but also the personnel who work in all areas of the department.

The challenges faced in the administration of justice are not only those that require immediate reposes to immediate issues but involve the capacity to look forward and be ahead of developing trends in crimes. Gambling, prescription drug importation, and fraud for example are crimes that may not be prevalent in the territory but occurrences have been noted by our police service. It is important to recognize the necessity to respond effectively to any noted increase of these crimes with adequate resources.

Energy and the Environment

Our Land

Nunavummiut are proud of our strong relationship to the land. Nunavut is rich in wildlife, fish and other natural resources. However, our ecosystems are fragile and have long recovery times. Nunavut's land, air, water and creatures need to be managed in such a way as to ensure that it can be enjoyed by future generations of Nunavummiut.

We are committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing sustainable and viable fisheries, and the development and management of a representative system of territorial parks and special places, but this depends upon integrating *Inuit Societal Values* with the best available scientific knowledge under the general guiding principles of conservation and sustainability.

Our Communities

With Nunavut's growing communities come the challenges of managing waste in an arctic environment, particularly given Nunavut's aging waste management infrastructure. Many communities are also burdened with abandoned waste sites, some of which are contaminated. Demands for increased development have driven the need to ensure that sustainable practices are employed and maintained in the long term.

The extent of potential climate change impacts on communities and community infrastructure is unknown. Communities need support from all levels of government in assessing and adapting to these impacts.

Many Nunavummiut depend on harvesting wildlife, fish and marine mammals for a large part of our food and income. These resources, if used sustainably, will help to ensure the availability of healthy food for Nunavummiut in the future, while also ensuring the health of our environment and contributing to healthy lifestyles. A healthy ecosystem will also attract eco-tourists and contribute to the local economies and employment of Nunavummiut.

There is an increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. Actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our sustainable co-management systems. Any perceived failure of Nunavut to meet external expectations can result in negative publicity and trade restrictions, as has been illustrated by the situation with both seals and polar bears.

Our Partners

Under the *Nunavut Land Claims Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that beneficiaries play a significant role in preserving our traditions, cultures and aspirations. While this process can be slow, expensive and time-consuming, the Government of Nunavut is committed to it and is working with our partners to evolve continually the process with the goal of improving efficiency and communications.

Collaborative partnerships from the local to international level are needed to accomplish our mandate. These include those within government, with other governments and with institutions of public government, crown corporations, designated Inuit organizations, boards, and public agencies.

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

Climate Change

Global climate change is highly complex and dynamic, from both the scientific and social/cultural perspective. The timing, nature and severity of the impacts on Nunavut communities are difficult to predict and will vary locally and regionally.

Overall, the most prevalent observations of climate change in Nunavut include:

- The significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Average Arctic air temperatures that have increased at twice the rate of the global average; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

Because practically all infrastructure in Nunavut was built on permafrost, it is crucial that the Government of Nunavut participate actively in efforts to mitigate climate change, but also take active steps to prepare for and adapt to it.

Energy

Nunavut is one hundred percent reliant on imported fossil fuels for all of its energy. In 2009-10, the GN imported 171 million litres of fuel. The three major uses of fossil fuels in Nunavut are transportation (approx. 37%), heating (approx. 37%), and electricity generation (approx. 26%).

Energy use has increased in Nunavut by 14% since 2000, while at the same time the amount of energy used per person decreased slightly over the same period. This means that our efficiency has improved slightly. Growth in energy use has primarily been in heating and electricity while transportation energy use has decreased somewhat. This increase in energy use is mainly due to population and economic growth. Growth in the mining sector is expected to be the primary driver of economic activity and will be the primary driver for growth in energy use.

Each community in Nunavut has its own energy system and is spread out over a large geographical area, presenting serious challenges to having an energy system that is sustainable and reliable. All of Nunavut's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community. This fuel is then resold at cost to Nunavummiut. If the price of oil happens to be high at the time fuel is purchased it can have a significant impact on the cost of energy in Nunavut. The Government of Nunavut pays approximately 80% of Nunavut's energy costs directly, (e.g. for government owned buildings) or indirectly (e.g. through public housing) and is responsible for supplying fuel to the Qulliq Energy Corporation (QEC).

In 2007, the Government of Nunavut released Ikummatiit: An Energy Strategy for Nunavut. This strategy focuses on reducing the reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. Given the amount of physical infrastructure owned or under the control of the government and its agencies, the Government of Nunavut must play a leading role in directly reducing energy consumption. Indirect conservation effects can be achieved through efforts to make the public aware of energy conservation opportunities. Recently the GN completed an alternative and renewable resource inventory, which will help the

GN, make informed decisions about alternative energy options for Nunavut communities.

Infrastructure

Transportation and Communications

Nunavut is dependent on the importation of goods from outside of the territory. Health care, education and training also rely heavily on transportation. Furthermore, a reliable and efficient transportation system has positive impacts on economic investment.

Air transportation is the only year-round means to access neighboring communities, other regions and the rest of Canada. Many airports require improvements for safety, security and maintenance purposes, and need to accommodate new security regulations and newer and more efficient aircraft.

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. Some communities rely on this access for an emerging and increasingly important commercial fishery. The lack of adequate marine facilities affects the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mineral exploration and development, and the territory's tourism sector.

Reliable and affordable access to broadband internet services is vital to Nunavut's economic future, both to ensure efficient communications and to enable and prepare Nunavummiut to take advantage of economic developments and emerging commercial opportunities. Continued support from the federal government for broadband internet communications beyond 2012 is important to ensure the availability and affordability of internet access for Nunavut residents and businesses.

Support for Municipalities

Financial reporting for Nunavut municipalities has been improving, but attraction and retention of senior staff for administration and finance continues to be challenging. Improving the capacity of staff and increasing the stability of senior staff will be the key to keeping communities financially healthy. All Nunavut municipalities reached compliance for reporting Tangible Capital Assets on their financial statements well ahead of the deadline imposed by the Canadian Institute of Chartered Accountants.

Community Infrastructure

The costs for building and maintaining community and government infrastructure has been affected somewhat positively with a modest drop in material costs, due primarily to a dramatic change in the global economy. Labour costs have not fluctuated to the same extent and trades labour continues to be difficult to attract to the territory.

The Nunavut Community Infrastructure Advisory Committee (NCIAC) undertook the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term plans for each Nunavut Community. These plans were developed in consultation with each community. They will help communities achieve their environmental, cultural, social and economic goals.

The Department of Community & Government Services is improving the community consultation process, which will focus on improving community participation, fairness, transparency and accountability in the capital planning process.

Much community service infrastructure will require investment to comply with new environmental regulations.

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO) with a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

The MTO is entering its ninth year of delivering the Municipal Government Certificate Program, which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO also provides targeted training in areas such as class 3 drivers' licenses and airbrake courses for municipal drivers and firefighting training for Nunavut's municipal fire departments.

Nunavut Fire Protection

The need to maintain public safety, coupled with increasing costs of fire insurance coverage for Nunavut communities, required the development of an enhanced fire protection capability. Maintaining affordable fire insurance has become a major issue for Nunavut communities. The Fire Protection Strategy is a crucial element of the overall program. Training will continue to be the cornerstone of the Fire Protection Strategy.

Health Infrastructure

Seventy percent of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and 2010 national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population and reduce patient risk.

Resource and Capacity Challenges

Allocation of resources is one of the most urgent issues facing the Government of Nunavut. With the tight fiscal situation, the Government of Nunavut must coordinate its approaches to providing services to the public to avoid duplication and optimize the use of available resources. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The intended result is quality services that are well targeted and delivered in a cost-effective manner.

Employee Capacity

To pursue innovation requires talented public servants. The challenge for the GN is attracting and selecting the best candidates for available positions in the public service. It is essential that the Government of Nunavut develop the technical skills and knowledge of the public service to meet the goals and objectives of the GN. This is a challenge for any organization, but is particularly the case for a relatively newly established public service.

With the inclusion of a two million dollar training fund, departments and agencies have an opportunity to expand training and development opportunities for all public servants. The training fund helps address this specialized training need within the GN, but the public service requires a long-term strategic approach that ties in performance management, the adoption of a succession-planning framework, mentoring and job shadowing tied to individual and organization training needs. However, training will continue to be an ongoing need not just for the public service, but also for the other sectors of Nunavut's economy.

Although other jurisdictions are benefiting from the global downturn in the recruitment process, cost of living factors continue to impede the GN in attracting new qualified employees to the public service in specialized positions where recruitment outside the territory is needed.

The retention rate for Government of Nunavut employees has significantly increased since 2000 (when it was 69%). Since that time, the retention rate increased to 84% as of March 31, 2012. While the retention rate has significantly increased since 2000, maintaining and increasing capacity remains a challenge for the GN.

Employers across all jurisdictions are faced with the challenge of retention. As the largest employer in Nunavut, the GN considers employee retention within the public service a priority. The Department of Human Resources works collaboratively with all client departments, boards and agencies in order to develop the tools for addressing employee retention. Significant progress has been made through subsidized staff housing rents; the implementation of an employee household allowance; and salary increases through collective bargaining. However, there is a need to develop and implement a comprehensive, long-term plan to address employee retention. In doing so, with an inclusive and broadly accepted strategy, stakeholders will have the most effective tools available to both retain and motivate their public servants.

Nunavut competes for health care professionals in an extremely competitive labour market where other provincial, territorial and international jurisdictions are also vying for their services and talent.

The recruitment and retention of all health professions, allied professionals and social services workers remains a significant challenge.

Physician recruitment and retention efforts are now focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. In order to respond to the needs of the territory's growing population and provide increased in-territory services, the Department will require additional physician resources.

Inuit Representation in the Public Service

The Government of Nunavut, under Article 23 of the NLCA has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments, boards, and agencies within the GN.

In June 2012, overall Inuit representation across all employment categories in the public service was 50%; representation in June 2011 was 51%. During this same period, capacity decreased by 1% to 75%. As of June 30, 2012, there were 4,160 full time positions, with beneficiaries occupying 1,607 of the 3,205 filled positions.

It is interesting to note that 39% of the positions are in Iqaluit, while the remaining 61% are in other communities across Nunavut. Representation of beneficiaries is 35% in Iqaluit. Beneficiary representation in other communities ranges from 44% to 72%.

Acquisition of Goods and Services

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and to the general public. New Contract Regulations are in force and the Contract Procedures Manual continues to evolve to meet emerging needs. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical and transparent procurement and contracting.

Petroleum Products

The price that the Petroleum Products Division pays for its fuel is affected by supply and demand for oil on the world markets. Crude oil and respectively refined petroleum products prices continue to be volatile because of political instability, adverse weather, terrorism, and surging demand from developing countries.

In 2013-14, the price of oil will continue to bear significant cost pressures on the Government of Nunavut. A large share of the budget must to be allocated, directly and indirectly, to purchasing the fuel required for the heating, transportation, and electricity that is consumed throughout Nunavut and the world price for oil continues to play a significant role in the GN's long term fiscal planning.

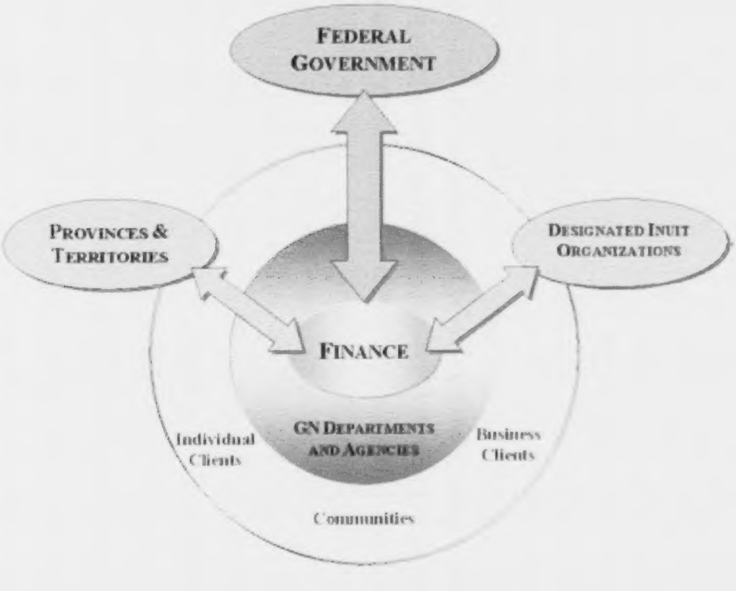
To mitigate the uncertainty of volatile pricing caused by the fluctuations in the world market supply, Petroleum Products Division successfully implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline for the 2011-2012 resupply season. The pre-purchasing Premium Gasoline resulted in locking the purchase price when the fuel prices were near the bottom of its range for the season. By setting this financial hedge, the Petroleum Products Division have been able to maintain the same price per litre for all their petroleum products in 2012-2013 as they had for 2011-2012. We anticipate this price range to persist if world economic news remains the same and all indications seem to point to more of the same.

Similarly, the Petroleum Products Division must ensure that it has adequate tank storage capacity to meet the rapidly growing population and expanding industrial base. All efforts must be made to ensure that the Petroleum Products Division tank farms and delivery infrastructure meet the strict environmental codes and regulations.

Financial Resources

Understanding the operating environment of the Department of Finance necessitates identifying and recognizing the stakeholders and partners. These organizations include the federal government, provinces and other territories, designated Inuit organizations, communities, GN departments and agencies and most importantly, Nunavummiut.

STAKEHOLDERS AND PARTNERS



The Government of Nunavut marked a major milestone when the 2010-11 Public Accounts were tabled within the deadlines set in law and repeated that achievement with the tabling of the 2011-12 Public Accounts. This is the last year of the Multi-Year Comprehensive Funding Arrangement for Strengthening Financial Management and Networking Capacity with the Government of Canada. The funding this year focuses on further improving our financial reporting through the Public Accounts and streamlining the financial systems.

The management of fiscal resources is linked to the availability of human resources. Training of Nunavummiut for future technical jobs in the field of finance, as well as the recruitment of technical personnel from other parts of Canada, have been identified as essential to the development of Nunavut.

The Government of Nunavut receives the vast majority of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through own-source revenue streams, such as territorial taxes. Until our private-sector economy expands, the GN will continue to rely on federal transfers and targeted "boutique" funding initiatives for most of its revenues. However, many of the current arrangements—including the TFF, the Canada Health Transfer and the Canada Social Transfer—are set to expire in 2014. GN Finance officials will work closely with our federal, provincial and territorial colleagues to ensure that the GN will benefit from the renewal of these transfers. Our primary goal will be to ensure that the TFF accurately reflects the GN's modern expenditure needs.

Housing

The first ever Nunavut wide Housing Needs Survey was commissioned by the Nunavut Housing Corporation in 2009. The survey included all residential dwellings, such as public housing, staff housing, other rental housing and privately owned housing.

Released in October 2010, it revealed details of a known shortage of housing for Nunavummiut:

- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;
- Approximately 4% of the population (1,220 individuals) is "homeless" - living temporarily in another person's dwelling.

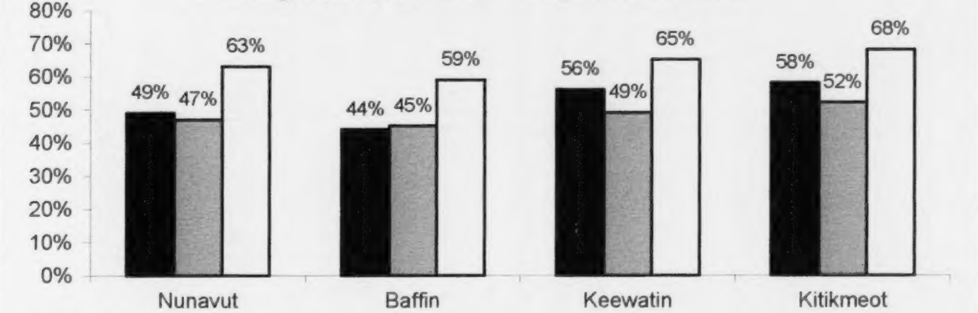
According to the survey, there were 9,400 dwellings in the 25 communities in Nunavut, of which 8,550 dwellings were occupied by usual residents. The remaining 850 dwellings were unoccupied or occupied temporarily by persons who considered their usual home elsewhere. Of the dwellings occupied by usual residents:

- 4,400 or 51% are public housing units
- 1,880 or 22% are privately-owned dwellings
- 1,350 or 16% are government staff housing
- 930 or 11% were other types of rental housing

The survey found that almost half of occupied dwellings were below housing standards, meaning they were either crowded or in need of major repair or a combination of both.

- 63% of Public Housing units were found to be below housing standards;
- 47% of homeowner units were reported to be below housing standards;
- 22% of Government staff housing and 26% of other dwellings were deemed to be below housing standards.

Proportion of dwellings below housing standards by selected housing tenure, Nunavut and regions, 2009-2010



Note1: a dwelling is considered below housing standards when it is crowded and/or in need of major repair.
Note2: 'All dwellings' includes staff housing and private rental housing.
Source: Nunavut Bureau of Statistics, 2009-2010 Nunavut Housing

Governance

Nunavut Land Claims Agreement

The *Nunavut Land Claims Agreement* (NLCA) was signed in 1993 and the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, Government of Canada and many other stakeholder groups.

The Government of Nunavut will work with NTI and Aboriginal Affairs and Northern Development Canada for a renewed contract to continue implementing the NLCA. Working with all partners to implement obligations of the NLCA is critical if the Territory is to meet the challenge of enabling and expanding participation of NLCA beneficiaries in the economy. It will also enhance the services provided by government and its responsiveness to the public it serves. In order to provide opportunity for Inuit employment in government across the Territory, the government is committed to the policy of decentralization and strives to maintain over 60% of the public service outside the capital.

Consensus Government

A consensus government requires broad support for measures it proposes. The Premier and Ministers are required to take into account and respond to Members' concerns as they work through the legislative and budget processes. The system blends the principles of parliamentary democracy with the Inuit societal values of maximum cooperation, effective use of leadership resources and common accountability.

While elected officials work within a consensus system, the model used for Nunavut's public service is based primarily on the management structure found in the governments of the other northern territories and provinces. All departments will need to collaborate to balance consensus government with these existing systems of public administration. More work remains to be done to expand consensus models into the public service, where appropriate.

Intergovernmental Relations

Compared with 30 years ago and over the past 10 years, Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions have been expanding exponentially.

It is important that Nunavut seize the opportunity to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. The Government of Nunavut will need to prioritize the growing interactions and relations with other governments and organizations within Canada and beyond.

This page is purposely blank.

INUIT EMPLOYMENT PLAN

Introduction

The Government of Nunavut since its beginnings has dedicated itself to achieving a representative qualified workforce. With the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA), the barriers that prevent Inuit from getting jobs in the Government have consistently been identified and measures have been taken to address those barriers.

Progress has occurred by creating and enhancing opportunities for Inuit employment over the past ten years, which has resulted in an achievement of a 70% increase in Inuit employment between March 31, 2001 (943 beneficiary employees) and June 30, 2012 (1,607 beneficiary employees). The key has been identifying understandable, efficient, and practical tools to facilitate increased Inuit hire by all departments and agencies.

Our workforce comes from many cultures and works collectively towards the creation of a representative workforce in the spirit of Tamapta and building our future together.

The following table is a snapshot of the public service as of June 30, 2012, by occupational category:

June 30, 2012	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	%Capacity	Hired	%IEP
Executive	26	4	22	85%	10	45%
Senior Management	146	30	116	79%	28	24%
Middle Management	442.5	106	336.5	76%	93.5	28%
Professional	1141	248	893	78%	228	26%
Paraprofessional	1496.7	455	1041.7	70%	704.9	68%
Administrative Support	423.4	108.5	314.9	74%	280.9	89%
TOTALS	**3675.6**	**951.5**	**2724.1**	**74%**	**1345.3**	**49%**

Note: ***The table only reports on established positions of the 10 departments.*** *It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions.*

Having an increasingly representative workforce creates a culturally aware and sensitive environment where Inuit values thrive, take root, and drive the legislative, policy, and service operations of government. In such an environment, the use of Inuit languages grows throughout government as the proportional representation grows to reflect Nunavut. The increase of language use has allowed for the strengthening of first language speakers. It has also encouraged second language speakers to progress in their study and practice, as well as make Nunavummiut feel more comfortable and accommodated when accessing government services.

Barriers to Inuit hiring are complex but are countered with optimism that the challenges can be overcome. As childcare spaces increase, over-inflated and unnecessary job requirements are removed, greater recognition is given to comparable experience and qualifications, and more training and mentorship is provided in the workplace, more Inuit will be hired into public service. Retention of skilled and qualified labour is always a challenge. However, the reasons for non-retention is as often as not the result of qualified and talented employees leaving the GN with solid expertise and confidence to take on political careers or join the ranks of Nunavut non-governmental, private-sector organizations and businesses, which have been growing both in numbers and capacity.

Human Resources has taken a developmental role in encouraging representation through promoting higher education and partnerships with excellent university and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

Government Wide Plan

This section of the Business Plan describes some of the Government of Nunavut initiatives undertaken towards achieving a representative workforce. These initiatives have been grouped into the following areas:

- Pre-employment Initiatives
- Employee Support
- Specific Departmental Initiatives

Carrying out these initiatives across the departments, boards, and agencies will result in the Government of Nunavut achieving increased Inuit employment by March 31, 2014. The following table identifies the interim targets by occupational category.

March 31, 2014	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	%Capacity	Hired	%IEP
Executive	28	2	26	93%	11	42%
Senior Management	130	10	120	92%	40	33%
Middle Management	462.5	75	387.5	84%	156	40%
Professional	1252.9	264.5	988.4	79%	492	50%
Paraprofessional	1496.2	373.6	1122.6	75%	612.9	55%
Administrative Support	401.9	81.1	320.8	80%	228.9	71%
TOTALS	**3771.5**	**806.2**	**2965.3**	**79%**	**1540.8**	**52%**

Note: ***The table only reports on funded positions of the 10 departments.*** *It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions.*

Pre-employment Initiatives

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to NLCA beneficiaries. Those beneficiaries who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards, and agencies. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program is available to all secondary and post secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service. As part of the 2011 update to the Priority Hiring Policy, NLCA beneficiaries will now receive priority in the summer student hiring process.

Casual Employment

The Government of Nunavut uses casual employment opportunities as a way to provide experience and training to employees who may be interested in full time indeterminate positions. In addition, full time casual employment is provided for students who are required to complete a practicum or who have a break from school.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional, and paraprofessional occupational categories. The Government of Nunavut supports 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges, and individual learning plans are components of the program.

Scholarships

The Government of Nunavut provides various scholarships to students pursuing higher education in both secondary and post secondary levels such as the scholarship for Technical Professional Studies or the High Achiever Computer Award for High School students through the Department of Community and Government Services. The Department of Education has compiled a list of which organizations, departments, institutions, business, and others in Nunavut who are providing scholarships and awards to Nunavut Students. This way interested students will know where and how to apply for funds to assist in their studies. This list will assist Nunavut students on better accessing much needed resources.

Kindergarten to Grade 12

The K-12 school curriculum continues to be revised to emphasize cultural relevance, academic excellence, and support the teaching and learning of Inuktitut in all its forms.

Piqqusilirivvik

The Government of Nunavut established Piqqusilirivvik – an Inuit Cultural School, to foster traditional culture, promote and strengthen the traditional language and teach Inuit heritage and customs. The vision of Piqqusilirivvik provides a system that allows for the transfer of traditional culture, heritage, lifestyle, and values taught in the traditional language and based on Inuit Qaujimajatuqangit principles.

Financial Assistance for Nunavut Students (FANS)

The Government of Nunavut demonstrates its commitment to life-long learning by providing financial assistance to Nunavut students who are pursuing further education.

Nunavut Arctic College Programs

The Government of Nunavut, through Nunavut Arctic College, continues to provide programs for higher learning. In partnership with other Government of Nunavut departments, Nunavut Arctic College has successfully delivered training programs that have resulted in employment opportunities for beneficiaries while successfully addressing a capacity gap within the public service. This includes programs such as the Nunavut Teacher Education Program and the Nunavut Nursing Program.

Promoting Employment Opportunities

The Government of Nunavut promotes employment opportunities by attending career fairs, trade shows, and visiting high schools in the communities. An "Inuit in Nursing" campaign celebrating the success of Inuit working as Registered Nurses will be delivered to encourage Nunavummiut to consider a career in nursing. Recruitment videos have also been developed for specific occupations in the Government of Nunavut.

Employee Support

Training Opportunities

The Government of Nunavut encourages and supports employee training. A learning plan is used by employees, with the support of their supervisor, to identify areas for training and development. The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants. This is a good way for the employer to demonstrate that it values the development of its employees.

The Department of Human Resources offers various learning and development opportunities including courses on Inuktitut (first and second language speakers), cultural orientation, computer literacy, financial management, supervisory skills, and human resources management. In addition, the department offers a Nunavut Advanced Management Diploma Program, which is a ten module program delivered in collaboration with Saint Mary's University, as well as the Financial Management Certification Program, which is comprised of six modules and reflect the current financial procedures used across the Government of Nunavut. Furthermore, the department offers a Human Resources Management Diploma Program, Administrative Professional Diploma Program, and Supervisory Diploma Program.

In 2009-2010, the Government of Nunavut established a specialized training fund to develop technical and job specific competencies through individualized training programs designed to address the unique learning needs associated with particular departments, divisions, or positions. Each program is designed and delivered by the employing department/agency. The Department of Education is developing and implementing a training strategy for Career Development Officers. The strategy will enhance the training for the Income Support Workers to equip them with the ability to counsel Income Support Recipients.

Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length depending on the position and the skill level of the individual. This includes the Department of Finance interns as well as the Conservation Officer Training Program through the Department of Environment.

Mentorship

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The Government of Nunavut has an agreement with the Canadian Executive Service Organization (CESO) to provide Volunteer Advisors on as needed basis who also act as mentors.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Qaujimajatuqangit principles, traditional Inuit activities etc.

Education Leave

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least
3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

Specific Departmental Initiatives

All of the Government of Nunavut's departments and agencies utilize the tools detailed above to increase Inuit employment. However, each retains a level of autonomy to develop their own tools and initiatives to further Inuit employment to meet their respective needs. The following is a summary of these initiatives broken down by department.

Department of Executive and Intergovernmental Affairs

The department will participate directly in two government wide Inuit employment initiatives, the Labour Force Analysis and the Communications Strategy.

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) analyzes and disseminates Statistics Canada data on Nunavut's labour force. A monthly report is produced on the latest data available from Statistics Canada's Labour Force Survey detailing employment statistics in Nunavut. The Labour Force Survey tracks employment for Inuit and Non-Inuit residents and other characteristics in the 19 largest communities.

EIA Communications is the central agency for providing communications support to the line departments and centrally coordinates all GN communication activities. The division will assist the newly acquired Inuit Employment Division in the development of a communication strategy on the implementation of the Government of Nunavut Inuit Employment Plan. The Communications Division will also develop a GN-wide communications policy with the intent of ensuring consistent quality, messaging and response to issues.

In addition to participating in government wide initiatives, the department will continue its own efforts to increase beneficiary employment, especially for management categories.

A Government Liaison Officer is the public's central point-of-contact with government. These individuals will ensure that government services can be accessed more easily in every community. The demands of these positions require that they be staffed primarily by local beneficiaries.

The Inuit Language Protection Act and the Official Languages Act require significant increases in the ability of staff to use the Inuit Language in the workplace. As part of its commitment to building capacity amongst senior management, the department will make first and second language Inuit language training available to all departmental employees and to executive management from across the Government of Nunavut.

The department, with the involvement of the entire Senior Management Committee, will closely reexamine all of its job descriptions before staffing positions. The job descriptions will be reviewed to ensure that they do not contain inflated educational or experience requirements and to ensure that services can be delivered in the appropriate languages at all levels.

Department of Finance

The department has a number of initiatives that will increase Inuit employment, which include:

- Hiring beneficiaries through the Summer Student Employment Program, so that students can determine if a career in finance fits their career aspirations and to develop their workplace skills;
- Hiring beneficiaries as casual employees to provide them with an opportunity to experience first-hand what a career in finance could be and if they would like to pursue a career path in this area;
- Identifying potential beneficiaries and "streaming" them into an intern position;
- When appropriate, offering term positions if beneficiary candidates are not successful in the recruitment process; and
- Attending high school career fairs to raise the visibility of a career as finance and human resources management professionals.

Department of Justice

In the 2013-16 fiscal years, the Department of Justice will be participating in two GN wide initiatives and several complementary department-specific initiatives to work towards achieving an average of 51% Inuit representation by 2016.

Working with the Department of Human Resources, the Department of Justice currently supports the development of one *Sivuliqtiksat* intern into a Senior Management position. She will be working towards completing her learning plan to assume her targeted Senior Management duties and responsibilities.

In the meantime, we will continue to apply for Sivuliqtiksat positions as they become available.

Another GN wide initiative the department is participating in is the Inuit Employment Plan for the Government of Nunavut. This plan will be developed collaboratively with input from all departments. The Corporate Services Division, working with each of the Senior Managers, will spearhead the role for the Department of Justice.

Each summer the department participates in the Summer Student Employment Equity Program. The department routinely hires students into positions that allow them to see the type of work our department does, and that experience helps them determine if they would like to pursue a career in a Justice-related field.

There are two pieces of legislation that will have an impact on initiatives that promote Inuit employment. Those are the recently passed Inuit Language Protection Act (ILPA) and a new Public Service Act (PSA), currently being developed. To meet the requirements of ILPA, the department is working with CH to access staffing needs and requirements. The new PSA will incorporate Inuit societal values consistent with Article 23 of the Nunavut Land Claim Agreement.

There are several specific initiatives in the department. They are as follows:

- **Streamlining the Priority Hiring Policy within the department**

  Throughout the Government of Nunavut, all departments have been given the responsibility to ensure the adherence to the Priority Hiring Policy. The Department of Justice will continue ensuring that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition with the following activities:

  Specific training is required to ensure that all individuals involved in staffing decisions are aware of and accurately apply the Priority Hiring Policy. It has been mandated through the department that all employees sitting on hiring panels must take the "How to be a Panel Member" training offered through the Staffing Division of the Department of Human Resources. This ensures that every hiring panel member is educated on their responsibility and will contribute to better IEP hiring practices within the department.

- **Investing in human capital to improve effectiveness of the workforce**

  The performance review process will continue this fiscal year. Once the review is completed, a training plan and a work plan may be developed for each employee, as required. This will eliminate any lack of direction that the employee may experience and will continue to ensure that the employee has the skills required to perform the duties of their position

  The department has formed a partnership with the Canadian Executive Service Organization (CESO) to provide individual mentors to staff who are identified as having a high potential. These CESO mentors are building managerial capacity in our employees by enhancing skills, competencies, and knowledge necessary for effective governance;

supporting the development of policies and procedures that improve effective governance; and are helping our staff to build strategic leadership capacity that focuses on the needs of communities and community members.

- **Foster and sustain an environment attractive to Inuit**

  The department realizes how important it is to foster and promote an environment that is attractive to Inuit individuals. Guided by Inuit Qaujimajatuqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability.

  Actions to support staff include:

    - Illiniit, the departmental Inuit Qaujimajatuqangit committee, provides advice, direction, and assistance to the department on all matters involving the use of Inuktitut in the workplace, the incorporation of Inuit Qaujimajatuqangit into the department's programs and services and will offer various training and workshops.
    - Foster a community spirit and a sense of belonging by offering employees the opportunity to become involved outside the formal workplace in a variety of recreational and volunteer activities. This is mainly done through IQ days developed and held by our Illiniit Committee. These IQ days have proven to be very successful as many employees participate in these cultural days, and continuously provide positive feedback.
    - Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training offered by the Department of Human Resources. This promotes understanding of the Inuit culture, which facilitates the use of IQ principles in the workplace.
    - Offer and encourage all supervisors and managers to take training that addresses such topics as cultural diversity, good management practices and coaching skills. Their understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees.
    - Emphasize existing quality of work-life initiatives as effective practices that advance the interests of our workforce. These initiatives include programs such as adjustment of shift schedules to reflect the lifestyles of employees (flextime, compressed workweeks, and so on).
    - Ensure that correctional facilities offer a safe and healthy work environment. As employees spend a significant portion of their lives in the facilities' surroundings, keeping workspaces safe and healthy conveys a sense of pride and respect that helps keep employees on board.

- **Promote quality of work life as an integral part of daily operations**

  The Department of Justice will be fostering initiatives that improve the quality of work life. As in other public services, several principal factors are driving changes in GN employee perceptions and the need to encourage quality of work initiatives and flexibilities.

Some of these are:

  - The nature of work and the workplace are changing dramatically due to technology that produces vast amounts of data along with the ability to communicate more rapidly and at more levels than ever before;
  - Expectations of the workforce reflect generational and cultural differences in attitudes about work and careers;
  - Managers are asked to focus on the work team's ability to respond to changing circumstances and workload requirements;
  - Managers are asked to view employees as human capital with a corresponding investment in employee growth and development; and,
  - Leadership is taking forms other than the classic supervisory and management functions. This will include mentoring and encouraging employees to learn and develop their skills.

- **Promoting the Corrections Division as an employer to recruit Inuit staff**

  The division continues to be faced with the challenge of recruiting Inuit in the Territory's highly competitive labour market. An additional challenge to the division is recruiting Inuit to relocate to the territorial capital where most of our correctional institutions are currently located. In order to overcome these challenges, the division is taking on the following initiatives:

  - Various Corrections staff will visit high schools, job fairs and trade shows to educate students and the public about possible careers in Justice, and specifically the healing role that our corrections staff plays in the rehabilitation of offenders. This includes visits to Rankin Inlet to encourage local people to consider applying for positions in the newly created Rankin Inlet Healing Facility. By promoting this division to youth, it will entice them to at least consider a career in corrections, and even encourage them to obtain post-secondary training in areas related to corrections. Ultimately, this will begin to build future employees for the corrections division and the department as a whole.
  - Promote active and regular recruitment of employees for positions in the correctional facilities through an open ad for causal employment. Through this approach, employees can gain experience in facilities, and when a position becomes available, they will have the skills to win the competition. Also, they have a greater opportunity to see various career paths that are open to them within the corrections division and the department as a whole.
  - Lead an ad campaign to increase awareness of positions in the corrections division. This includes sending job ads to the hamlets for posting and distribution, making radio announcements, and doing interviews to promote employment as a Correctional Officer or Youth Officer.

In the face of these influencing factors, the department will:

- Research options to compete effectively with other employers in Nunavut for representative workers. This might include work schedules that incorporate compressed work weeks or flex hours in the workplace;

- Identify and reward those who contribute to building and maintaining a representative, high-quality workforce, ultimately resulting in better service to the public; and,

- Ensure that the use of all of Nunavut's languages is encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit languages in the workplace – its use will be actively encouraged by supervisors.

Department of Culture and Heritage

The Department of Culture and Heritage is committed to achieving a representative level of Inuit employment. Due to the very nature of the department's mandate, many of the positions dictate that Inuit language speaking employees fill the positions. This increases the probability of hiring beneficiaries. This is especially true in the Official Languages Branch, the Inuit Qaujimajatuqangit Division and the Elders and Youth Division.

In regards to the other remaining divisions (Corporate Services, Heritage, and Policy and Planning) within the Department, the use of GN wide programs such as Sivuliqtiksat, mentorship, and job training initiatives will be fully utilized to ensure that entry-level personnel have the opportunity to advance in the workplace.

The department is involved in various initiatives that focus on increasing Inuit employment within the department. These include:

- Hiring of beneficiaries into vacant positions;
- Reviewing all old and new job descriptions to remove systemic barriers;
- Implementing the language of work provisions under the *Inuit Language Protection Act* within the department's work environment;
- Collaborating with the Inuit Uqausinginnik Taiguusiliuqtiit in developing work-related terminology needed in the Inuit language;
- Promoting of professional development, training, and mentorship.

Department of Education

Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional categories. However, before the department can increase its overall level of Inuit employment, significant progress will have to be made towards increasing the number of Inuit teachers in professional positions and middle managers.

With this in mind, the department developed the Qalattuq 10 year Teacher Education Strategy, in conjunction with Nunavut Arctic College, Nunavut Tunngavik Inc. and the Nunavut Teachers' Association. The strategy was designed to help address the shortfall in the number of teachers who can teach in Inuit languages, as well as identifying new approaches to recruit, educate, and retain more Inuit educators. With many Inuit teachers expected to retire over the next few years, increasing the number of Inuit teachers is expected to be a significant challenge. In order to meet the requirements of the *Education Act* and the *Inuit Language Protection Act* as well as to ensure the success of Bilingual Education, many more Inuit teachers will be needed in the school system. The department is especially concerned with the expectation that a high number of Inuit educators will be retiring or leaving the teaching profession in the next few years. The Nunavut Teacher Education Program has undergone a multi-million dollar expansion in the last several years to address this need. Before 2010-11, the program was typically delivered in five communities. This has now been expanded to eleven communities. Nunavut Arctic College, The Department of Education and the University of Regina have developed a collaborative proposal for the delivery of a 7-9 teacher education concentration at NAC.

Many training initiatives underway support employee skills development and certification of skills. These programs are important opportunities for retaining and promoting beneficiaries. A multi-year training strategy for Career Development Officers (CDOs) is currently being delivered by the department and the Canadian Career Development program, which is leading towards Nunavut, and possibly national, certification. The Educational Leadership Program for principals and vice-principals now leads to certification from the University of Prince Edward Island. A formal staff training program for school community counselors is in the implementation stage, with the first session being delivered in October 2012. Language and Culture certificate programs are also supported to develop Inuit language educators.

The Master in Education program, in partnership with the University of Prince Edward Island graduated 21 Inuit participants in 2009. There are currently 15 Inuit educators enrolled in this program, with graduation set for summer 2013. Many of these graduates remain employed with the department. It is hoped that their success will encourage other Inuit to complete the program. The program focuses on developing educational leadership and that they will remain with the department and move into supervisory positions.

Department of Health

The department is committed to providing Inuit with training and education opportunities in health careers. In support of that commitment, the department continues to work with Nunavut Arctic College by supporting and funding certificate, diploma, and degree programs that lead to rewarding career opportunities in the health care sector.

A "training ladders" initiative was implemented in collaboration with Nunavut Arctic College. This initiative enables Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and "step-in / step-out" options are elements incorporated into program delivery models.

Programs planned for delivery in 2013-2014 include:

- Nunavut Nursing Baccalaureate program (Iqaluit);
- Maternal Care Worker / Midwifery program (Cambridge Bay);
- Community Health Representative Certificate program (Iqaluit and on-line based training); and
- A certificate program in Health Services Leadership and Management will be delivered on-line by Red River College.

There are a total of four internship opportunities through the *Sivuliqtiksat* program available with Health, three of which remain to be filled.

Under the Summer Student Employment Equity program, Health hired 30 summer students, 22 of these were beneficiaries.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College health and social services related training programs such as nurses, midwives and home and community care workers;
- Providing scholarships and bursaries for nursing and midwifery students;
- Exam preparation/study skills workshops for Nunavut nursing students writing the Canadian Registered Nurse Examination;
- Providing mentors for nurses graduating from the Nunavut Nursing Program;
- Revamping a service delivery format for Community Health Representatives who are working and living in communities across Nunavut, to make it more flexible;
- Attending community career fairs to promote health and social services job opportunities: and
- Reviewing all old and new job descriptions to remove systemic barriers.

The Department also provides funding support for the Foundation Studies Program being offered by Nunavut Arctic College in Iqaluit and Cambridge Bay in 2011-2012. This program prepares students for enrollment in Nunavut Arctic College programs, primarily through studies in math, English, and science.

A new "training ladders" initiative was also recently completed and implemented in collaboration with Nunavut Arctic College. This program will enable Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and "step-in / step-out" options are elements being incorporated into current program delivery models.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College health and social services related training programs, such as nurses, midwives, mental health workers, community therapy assistants, and home and community care workers;
- Providing scholarships and bursaries for nursing students;
- Providing a new bilingual counselor for Inuit nursing students;
- Exam preparation/study skills workshops for Nunavut Nursing Program students writing the national Registered Nurse Examination;
- Providing mentors for nurses graduating from the Nunavut Nursing Program;
- Implementing an "Inuit in Nursing" campaign as part of the implementation of the Nunavut Nursing Recruitment and Retention Strategy, which celebrates the success of Inuit working as Registered Nurses. The campaign also encourages Nunavummiut to consider nursing as a career;
- Providing mentoring support for new community therapy assistants;
- Revamping a delivery format for Community Health Representatives who are working and living in communities across Nunavut to be more flexible; and,
- Attending community career fairs to promote health and social services job opportunities.

The Department is also finalizing a comprehensive human resources framework to guide the development of an overall *Health and Social Services Human Resources Strategy*. The Strategy, which will be implemented in 2011-2012, includes specific initiatives that are designed to further the recruitment, development, and retention of Inuit employees.

Department of Family Services

The department is committed to providing Inuit with training and education opportunities in social services careers. In support of that commitment, the department continues to work with Nunavut Arctic College by supporting and funding certificate, diploma, and degree programs that lead to rewarding career opportunities in social services sector.

A "training ladders" initiative was implemented in collaboration with Nunavut Arctic College. This initiative enables Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and "step-in / step-out" options are elements incorporated into program delivery models.

Programs planned for delivery in 2013-2014 include:

- Social Services Diploma program – consisting of social work and alcohol and drug counsellor streams (Cambridge Bay);

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College social services related training programs;
- Attending community career fairs to promote social services job opportunities: and
- Reviewing all old and new job descriptions to remove systemic barriers.

Department of Environment

The department is committed to increasing Inuit employment and in addition to specific initiatives, uses existing government systems to support improvements in Inuit employment:

- The department uses summer/seasonal positions as an important gateway to further employment with the department. As much as possible, the department fills these positions with beneficiaries. During the summer of 2012 the department employed 17 summer/seasonal positions, and 15 of those were beneficiaries.
- In addition to summer/seasonal positions, in 2012 the department employed 14 beneficiaries on a casual basis.
- Following the completion of the initial intake of trainees in the Department of Environment's in-house Conservation Officer Trainee Program, the program was evaluated and revised. A second intake of trainees has since been hired.
- As a pilot project the department staffed a regional manager trainee position in the Kivalliq. This individual will complete their training in 2013/2014 and will be ready to assume a management position. Recently the department filled the North Baffin Manager position with a beneficiary through a transfer assignment, again increasing the number of Inuit in management.

Department of Community and Government Services

The Department of CGS has identified means to help attract and retain Inuit staff. Factors involved include the need for a strong appreciation and implementation of Inuit societal values in the workplace and matching these values with the business requirements of government. This focuses on promoting staff training and development, and linking employees and business requirements through work plans that are designed to prioritize service first. Identifying and catering to the needs of Nunavummiut should assist with this goal.

CGS is committed to identifying intern positions that qualify under the Management Development Program that seeks to develop internship opportunities with support and funding from Department of Human Resources.

As a priority, the department has graduated five interns in the regional office and one apprentice. The department is also participating with Career Trade Shows through by Regional Chambers of Commerce travelling throughout Nunavut communities, college classes and high schools to promote career opportunities within the department.

This year CGS had advertised 92 positions in open competition along with hiring of 54 casual staff, of which 69% were Inuit Beneficiaries to the NLCA. The casuals are trained so they would have professional knowledge and work history to apply for indeterminate job ads. CGS has also an MOU (April 15, 2011 to September 30, 2014) with University of Manitoba Faculty of Engineering (UMFE) to attract upper year engineering students to work in CGS during May 15 to August 31 of each year.

CGS is also taking direct action to assist in addressing the need for more beneficiaries in technical and professional positions. A two-year Co-op program was funded and created through Nunavut Arctic College to train beneficiaries for informatics positions. This program has been extended for another cycle, which will end in year 2013. Senior management made the commitment to extend the program for a further two years in efforts to improvement Inuit representation in the Government of Nunavut Informatics workforce. Funding was identified from person years within Informatics that could not be staffed. The professional growth of interns in their work within the organization is to be supported with the development of a strong culture of coaching, mentoring, and knowledge transfer by seasoned employees. During the interim, ten or more contractors will continue to assist Government Informatics to maintain operations.

To complement the Inuit employment planning initiative, CGS launched the Technical Professional Studies Scholarships to help to address priority capacity areas. The annual Technical/Professional Studies Scholarship is provided to high achieving students studying in the field of engineering, informatics, community planning, and business studies as well as college programs for fire fighting, training and prevention and land administration for which there is an ongoing need for accredited staff. This is to encourage students to stay in school to completion. The Computer Award Program has been delivered for the past seven (7) years, and it is hoped that in conjunction with Department of Education officials and the foregoing programs the Government of Nunavut will see an early awareness of career opportunities that hold potential for Inuit staff in Informatics Services and other professional and technical fields. In October 2011, the Training Committee awarded scholarships to 18 recipients attending Post Secondary institutions.

Short and long term educational and professional development applications for existing staff have been developed. Assistance also has been provided in coordinating these training related initiatives. CGS created a Departmental Training Committee responsible for the development of an internal training program for the department. This will be achieved by a prioritization of departmental needs in conjunction with training programs available. From there, funds will be identified to facilitate training participation. The committee will report through its members to each division to ensure identified training is consistent with departmental needs as well as Government of Nunavut policies and Article 23 of the Nunavut Land Claims Agreement. Success in this strategy will also depend on an internal culture of coaching and mentoring by seasoned staff that will assist the newly trained staff in applying their knowledge to work within the department.

CGS recognizes the achievement of Article 23 of the Nunavut Land Claims Agreement. Achievement of targets will take time and deliberate action must be continued to ensure that successful long-term employees represent the demographics of Nunavut.

Department of Economic Development and Transportation

The department has developed the following initiatives and activities to increase Inuit employment:

- Employing summer students to provide valuable work experience to youth for future employment endeavors; ten Inuit summer students were employed in 2012-13;
- Mentoring and training beneficiaries through on-job-training as well through casual employment opportunities;
- Ensuring that there is an Inuit language speaking departmental representative on screening and hiring panels;
- Employing the assistance of Canadian Executive Services Organization (CESO) for mentoring and development of beneficiary senior managers;
- Implementing a mandatory Performance Management Program to engage and empower employees; and,
- Continue developing and submitting proposals for Sivuliqtiksat Internships through the Department of Human Resources; the departmental target is to initiate three internships in 2013-14.

Department of Executive and Intergovernmental Affairs

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate 1
Strategic Planning 6
Sivumuaqatigiit 9
Intergovernmental Affairs 11

APPENDICES

I. Financial Summary 16

This page is purposely blank.

CORE BUSINESS

The Department of Executive and Intergovernmental Affairs consists of the following four lines of core business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Executive, Directorate	11,341	**11,830**	11,830	11,830
Strategic Planning	2,554	**2,567**	2,567	2,567
Sivumuaqatigiit	8,000	**8,261**	8,261	8,261
Intergovernmental Affairs	4,149	**4,249**	4,249	4,249
TOTAL	**26,044**	**26,907**	**26,907**	**26,907**

Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government. As Secretary to Cabinet, the Deputy Minister provides Cabinet and Ministerial support. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to both the department and the Utility Rates Review Council. It also supports the Senior Personnel Secretariat function.

The communications division provides leadership, support and strategic communications planning to departments, as well as ensures consistent messaging from the Government of Nunavut (GN). It is also responsible for the establishment of and support for the new network of Government Liaison Officers in communities throughout Nunavut.

Objectives

- Support the Cabinet under the direction of the Premier.
- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Communicate Cabinet direction to the public service.
- Coordinate the government communication strategies and ensure consistent messaging
- Provide the public with an initial government point-of-contact in every community.
- Manage the GN access to information and protection of privacy requirements.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Premier's Office		1,120	**1,228**	1,228	1,228

The Premier has a budget to cover five staff and relevant operational expenses. Within the general framework set by Cabinet and legislation, the Premier guides the activities of the government and is supported by this office.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Ministers' Offices		3,134	**3,188**	3,188	3,188

Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Commissioner's Office		287	**299**	299	299

The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Deputy Minister		475	**657**	657	657

This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Corporate Services		1,006	**1,083**	1,083	1,083

Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Offices of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Access to Information and Protection of Privacy		127	**138**	138	138

This office also ensures compliance with the Access to Information and Protection of Privacy Act and provides coordination of all ATIPP issues, activities and training; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Utility Rates Review Council		587	**598**	598	598

The Council responds to the mandate set out in the *Utility Rates Review Council Act* to evaluate the cost structures of the utility and advise the Minister of Energy on pricing and rate structures.

Communications	1,030	**1,039**	1,039	1,039

As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal communications. The division is also responsible for promoting the profile of the Government of Nunavut.

Government Liaison	3,575	**3,600**	3,600	3,600

At the community level, the Government Liaison Officer will be the first point-of-contact with our government. These individuals will ensure that government services can be more easily accessed in every community. The division will establish and maintain active two-way communications with the public and will provide easier access to programs and services.

Total, Directorate	**11,341**	**11,830**	**11,830**	**11,830**

Priorities (2012-13)

- Prepare a plan for the transition to the 4th Legislative Assembly of Nunavut, in cooperation with all departments, agencies and the Office of the Legislative Assembly.
  Status: *The date for the general election has been set. Each department and agency will follow a common table of contents for their transition briefing binder.*

- Review, prioritize and implement structural and operational changes required to provide effective, efficient and economic government operations.
  Status: *The Energy Secretariat has been transferred from EIA to EDT; Sports and Recreation has been transferred from Culture to CGS, and Piqqusilirivvik has been transferred from Culture to Arctic College. Effective April 1, 2013, the new Department of Family Services has been created from Social Services, Social Advocacy Office (EIA), Income Security and Career Development (EDU), Poverty Reduction (EDT), and Homelessness (NHC). Effective April 1, 2013, Training and Development (HR) has been transferred to EIA and the remainder of HR has been transferred to Finance. EIA has reorganized from two Deputy Ministers and two Assistant Deputy Ministers to one of each.*

- Coordinate the implementation of improvements in response to the functional review of decentralized offices.
  Status: *The Department of Human Resources developed an action plan in response to the functional review. Responsibility for decentralization will be transferred to EIA effective April 1, 2013.*

- Coordinate, with the Department of Human Resources, the complete implementation of performance management systems across government.
  Status: *All performance appraisals for senior and executive managers across government are completed by the department on an annual basis.*

- Complete the process of amending the *Access to Information and Protection of Privacy Act.* Create and implement a privacy framework in accordance with the new privacy provisions of the *ATIPP Act.*
  Status: *The Legislative Assembly passed amendments to the ATIPP Act in June 2012. The first draft of the Privacy Management Framework has been completed. Subsequent training was provided to GN employees in September 2012 to ensure ability to use and implement the framework throughout all public bodies.*

- Consult with the municipalities of Nunavut on the possibility of their inclusion as a public body under the *ATIPP Act.*
  Status: *The department consulted with the City of Iqaluit, other municipalities, as well with the Information and Privacy Commissioner on this issue. It was determined that the best approach moving forward would be to assist the municipalities in setting best practices in access and privacy until they have the capacity to fully comply with the ATIPP Act.*

- Develop and implement a Government of Nunavut comprehensive communications strategy by centralizing coordination of Government of Nunavut communications within the department. The strategy will identify and address any staffing, technical, resourcing and procedural needs.
  Status: *The Communications Strategy was completed in 2011. Centralizing the coordination of communications will be formalized in the form of a communications policy.*

- Increase online access by Nunavummiut to government services and information.
  Status: *A new client-centred GN website homepage will be developed that provides Nunavummiut with several different ways to the find information. The use of 'hot' buttons will take the user directly to the sought after information. Expected completion date is end of March, 2013*

- In conjunction with the Government Liaison Office, review and implement ways for Nunavummiut to have efficient and effective access to the information they require or desire, as well as provide responses to questions in all official languages.
  Status: *The new client-focused website will assist the department open up access to information being sought by Nunavummiut.*

- Develop a Government of Nunavut brand and expand the visual identity standards.
  Status: *A new Government of Nunavut brand was developed in 2012. This is currently being implemented throughout the departments. The new brand includes the slogan "Building Nunavut Together".*

- Create an employee communications handbook.
  Status: *The handbook has been designed and the content is being finalized. The printing will be done in time for distribution before March 31, 2013.*

- Develop a citizen engagement calendar on the intranet to ensure a coordinated approach to consultations, forums, etc.
  Status: *A GN-wide community consultation calendar will be developed for the intranet to assist those planning to visit communities. Expected completion date is March 31, 2013.*

- Develop a social media policy.
  Status: *A social media protocol will be included in the communications policy.*

- Ensure that all Government Liaison Officers are in place in all communities.
  Status: *Twenty-four communities were allocated Government Liaison Officers (GLOs). Sixteen communities are staffed; staffing is in progress in five; and, three communities have not yet decided to accept a GLO.*

- Strengthen capacity throughout the GLO network to ensure reliable communication in any circumstances.
  Status: *To ensure no communications disruption between communities in Nunavut, each GLO office is equipped with a satellite telephone. All GLOs are trained in their use. A listing of all the GLO Satellite telephone numbers is shared among the GLOs and other critical offices. This will provide a single point of contact for information to and from communities should there be any regular communications disruption.*

- Increase the use of electronic data and communication technologies to speed up GLO access to government information throughout Nunavut.
  Status: *GLO offices are equipped with computers, printers, and modems. iPads are being tested as an additional resource to provide redundancy in the case of failure of a computer. More documents will be developed in an electronic format to be available to all officers.*

- Develop a GLO handbook.
  Status: *A GLO handbook listing government departments and agencies and their services has been drafted. The draft will require updating after the reorganization of government departments is complete at the end of the 2012-13 fiscal year.*

Priorities (2013-14)

- Provide coordinated advice to the members of the Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies.

- Work with the municipalities of Nunavut to create best practices for access to information and protection of privacy that are consistent with the ATIPP Act.

- Review the administrative function of the ATIPP Act and assess the performance of public bodies in complying with the new privacy provisions included in the Act.

- Work with other GN departments to develop customer service standards for GN staff including guidelines for voicemail greeting, email signature, etc.

Priorities (2014-15)

- Evaluate GN communications methods and their effectiveness and efficiency in communicating GN messages to Nunavummiut, Canada and the world.

- Conduct a detailed review of the GLO Program to identify its effectiveness and to outline new directions for improvement of service to Nunavut residents.

- Prepare an implementation plan, if needed, for revisions to the GLO Program, ensuring that government services are available to all in a timely and effective manner.

- Conduct an internal review of the ATIPP function to determine effectiveness of administrative practices. Using the information, identify ways to build on our internal support and capacity.

Priorities (2015-16)

- Review and evaluate the communication protocols and their effectiveness.

- The Utility Rate Review Council may host the Canadian Association of Members of Public Utility Tribunals (CAMPUT) AGM in the fall of 2015.

Strategic Planning

The Strategic Planning branch provides broad advice on government business planning, strategies, policies and legislation, as well, provide support for reviews of programs and services, and ensure that the government has current and accurate statistical information on Nunavut and their communities.

Objectives

- Provides analysis, advice and central registry services for Cabinet documents
- Liaise with government departments on their submissions to Cabinet.

- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Produce accurate and appropriate statistical data on Nunavut.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Policy and Planning	1,310	**1,279**	1,279	1,279

This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Statistics	816	**841**	841	841

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) is the GN's central statistical agency. It collects, analyzes and distributes statistical data on Nunavut, and provides assistance and advice on the use of statistical data. *Nunavut Kiglisiniaqtiit* is also Statistics Canada's statistical focal point for Nunavut, and as such represents Nunavut's interests within the national statistical system.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Evaluation	428	**447**	447	447

The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Total, Strategic Planning	**2,554**	**2,567**	**2,567**	**2,567**

Priorities (2012-13)

- Participate in efforts at coordinating GN resources and policies to build capacity in the public service.
  Status: *The department has arranged for the delivery of workshops on participatory program evaluation in conjunction with Laval University.*

- Develop and implement plans to meet the data needs of Nunavummiut by expanding the availability of data on the Bureau's website.
  Status: *The department has established a newly reorganized user-friendly website with current and new economic, social and labour market data. The new site went live in November 2012.*

- Review the relevancy of ongoing statistical activities associated with monitoring local data in conjunction with the regional Socio-Economic Monitoring Committees (SEMC). The review will be undertaken in concert with the local committees to maintain a library of useful and high quality data indicators.
  Status: *The collection of community level data from various departments has been useful to the Socio-Economic Monitoring Committees. This data is disseminated via the Bureau website.*

- Continue work on the Community Socio-Economic Data Project (CSEDP) by consulting with and working very closely with both data users and data providers. ***Status:*** *Community level social data continues to be collected and posted on the Bureau website.*

Priorities (2013-14)

- With the release of National Household Survey (NHS) data from the 2011 Census (beginning in May 2013), the Bureau will prepare community level data tables on various subjects and community profiles for distribution to the Government and the public. Data will be disseminated via the Bureau's website.

- The Bureau will play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories to ensure that the Census Coverage Studies account for Nunavut residents that were missed during enumeration.

- With the release of Statistics Canada's revised provincial and territorial population estimates based on 2011 Census counts adjusted for net undercoverage (in September, 2013), the Bureau will update the community population estimates and projections in conjunction with Statistics Canada's revised Nunavut population estimates.

Priorities (2014-15)

- The Bureau plans to continue providing data and assistance to the regional Socio-Economic Monitoring Committees (SEMC). This will be accomplished by attending committee meetings and by the continued development of data useful for monitoring activities.

- The Bureau will continue to play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories on various social and economic topics.

- Improve labour market indicators. Projects will include establishing regional and/or community level employment measures and incorporating occupational demand models into population estimates and projections to help identify current and future labour shortages and demands.

Priorities (2015-16)

- Preparations for the 2016 Census of Canada – work with Statistics Canada to promote the census in Nunavut communities to ensure that Nunavut residents are enumerated.

- Incorporate the impact of resource development into the community projection models – these will give an idea of the impact that anticipated resource projects will have on affected community populations and will be useful for planning purposes.

Sivumuaqatigiit

The Sivumuaqatigiit branch is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the Government of Nunavut, and for providing assistance and support to departments in training and developing their staff including interns. The branch is also responsible for leading and coordinating initiatives to support the governments decentralized model.

Objectives

- Increase beneficiary representation in the public service by supporting departments and agencies in the development of their Inuit Employment plans
- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- Provide leadership and coordination for planning and development activities at the regional and community level.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Inuit Employment Initiatives	3,122	**3,315**	3,315	3,315

Inuit employment initiatives assist departments in implementing their Inuit Employment Plans, provide support in human resource planning, identify training needs, and assist with succession planning.

Public Service Training	3,641	**3,682**	3,682	3,682

This division designs, develops, and delivers training and development programs including orientation, courses and workshops, language training, occupational training and accredited learning opportunities.

Community Employment Support	1,237	**1,264**	1,264	1,264

Community Employment Support delivers Sivumuaqatigiit programs and services at the regional level including Inuit employment, and training and development.

Total, Sivumuaqatigiit	**8,000**	**8,261**	**8,261**	**8,261**

Priorities (2012-13)

- Implement the departmental component of the GN-wide Career Planning Framework.

Status: *The Career Planning Framework was finalized in May 2012. Recruitment is in process for a Career Planning Specialist.*

- Continue to collaborate with stakeholders on the development and delivery of specialized language programs in support of *Official Languages Act and the Inuit Languages Protection Act.*
  Status: *Pirurvik Centre (through RFP award) will provide Inuit language courses across the GN. French language courses are also scheduled for delivery in the final quarter of the fiscal year.*

- Deliver the Cultural Program's first two pilot sessions.
  Status: *Work with the Nunavut Arctic College through Piqqusilirivvik Inuit Cultural School is underway to plan course content and delivery.*

- Continue to develop the Leadership Program, deliver a pilot session of the program.
  Status: *The Leadership Program Framework to be completed by March 31, 2013.*

Priorities (2013-14)

- Develop the Language Incentive Program in partnership with Nunavut Arctic College.

- Review the Sivuliqtiksat Internship Program.

- Review departmental Inuit Employment Plans and assist departments in drafting a training and development strategy to implement their plans.

- Proceed with the implementation of the Decentralization Action Plan.

Priorities (2014-15)

- Develop the Policy Training Program under the occupational training programs.

- Explore training and development programs to support Inuit Employment initiatives.

- Implement and review the Decentralization Action Plan objectives.

Priorities (2015-16)

- Deliver the Policy Training Program under the occupational training programs.

- Conduct a training needs analysis to assist departments in implementing their Inuit Employment Plans.

- Evaluate and assess the Decentralization Action Plan to ensure its effectiveness.

Intergovernmental Affairs

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to international, federal, provincial and territorial government relations. It manages relationships with aboriginal, circumpolar, and international organizations.

Objectives

- Enhance and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.
- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated, regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Aboriginal Affairs and Northern Development Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including the Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping land claims.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Intergovernmental Relations	853	**947**	947	947

Intergovernmental Relations (IGR) is responsible for liaising with other GN departments; and territorial, provincial and federal governments. It serves the GN by participating in preparations for intergovernmental activities such as the Northern Premiers' Forum, Western Premiers' Conference, Council of the Federation, and First Ministers' meetings. IGR leads Nunavut's participation in the development of international and national rules of trade. IGR is also responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Aboriginal & Circumpolar Affairs	1,496	**1,415**	1,415	1,415

Aboriginal & Circumpolar Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims Agreement*; relations with Nunavut Tunngavik Incorporated; the Federal, Provincial and Territorial

Aboriginal Affairs Working Group; and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with Nunavut.

Circumpolar Affairs is responsible for the coordination of Arctic Council related work, bilateral relations with circumpolar governments, regions and organizations; and relations with circumpolar indigenous groups.

Devolution	1,800	**1,887**	1,887	1,887

The Devolution Division leads both the GN's preparation for and participation in negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement. The transfer of authority over Crown land and non-renewable resources in Nunavut is a priority of the GN and essential for the Territory's long-term political and economic development. The Division will also be responsible for coordinating the implementation of a final agreement.

Total, Intergovernmental Affairs	**4,149**	**4,249**	**4,249**	**4,249**

Priorities (2012-13)

- Host the annual meeting of the Northern Premiers' Forum, and support the Premier as Chair in preparation for and in the follow-up of the work plan.
  Status: *The department hosted the 10th annual Northern Premiers' Forum in Iqaluit June 25-27, 2012. Premiers reiterated their support for their shared policy outlined in A Northern Vision: A Stronger North and a Better Canada. Premiers also called for a stronger role in the Arctic Council and greater commitment to infrastructure development in the North.*

- Prepare and coordinate for Queen Elizabeth II's Diamond Jubilee celebrations.
  Status: *The department organized the visit of Prince Edward, Earl of Wessex and the Countess of Wessex to Nunavut to celebrate Queen Elizabeth's Diamond Jubilee. EIA also assisted the Commissioner's office in also awarding Queen's Jubilee Medals to 60 deserving Nunavummiut.*

- Continue to work with territorial, provincial and federal governments on international and internal trade issues including addressing Nunavut's accession to the Agreement on Internal Trade.
  Status: *The department has been in discussions with the Nunavut Accession Working Group as well as the other Internal Trade Representatives to draft terms of accession. The department has also been engaged in discussions with other departments and NTI regarding Nunavut accession to the AIT.*

- Prepare for Canada's chairmanship of the Arctic Council in 2013.
  Status: *The department has concluded a joint work plan with Yukon and the NWT for territorial cooperation during Canada's Arctic Council Chairmanship. The*

department also assisted Foreign Affairs Canada in organizing a "roundtable" for stakeholders and elected officials in Nunavut on October 27, 2012 which was hosted by Minister Aglukkaq and offered Nunavummiut the opportunity to discuss Canada's Chairmanship.

- Coordinate the implementation of the *Aajiiqatigiinniq* GN-NTI Protocol.
  Status: *The department worked closely with NTI to implement the objectives of the Aajiiqatigiinniq Protocol. The department met regularly with NTI to discuss matters of mutual concern and attended the NTI Annual General Meeting.*

- Begin preparations for a devolution agreement based on the devolution Agreement in Principle. The department will continue efforts to secure additional commitments to transfer jurisdiction from the Federal Government to the Government of Nunavut.
  Status: *Both the GN, NTI and Canada appointed respective Chief Negotiators and the three parties have been meeting to support Canada in the acquisition of a federal mandate to allow formal negotiations to commence.*

- Promote increased awareness and understanding among Nunavummiut and Nunavut organizations of the importance, goals and benefits of devolution of powers from the Government of Canada in order to build a broad base of support for the Government of Nunavut's pursuit of devolution.
  Status: *The department developed Inuit language terminology and a set of guiding principles to enhance devolution outreach and engagement with Nunavummiut. A series of communication activities, tools, information and educational brochures were developed for various audiences to increase awareness and understanding about devolution amongst Nunavummiut.*

Priorities (2013-14)

- Work with the governments of the Northwest Territories and Yukon, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabascan Council to provide a northern voice to Canada's 2013-15 chairmanship of the Arctic Council.

- Assist with hosting Arctic Council Working Group meetings and Senior Arctic Officials meetings in Nunavut.

- Continue engagement in Canada-US relations through the Beyond the Border/ Regulatory Cooperation Council Working Group.

- Continue engagement with Greenland through implementation of the Memorandum of Understanding and assisting to organize a trade mission to Greenland.

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement, Nunavik Inuit Land Claims Agreement* and *Nunavut Land Claims Agreement.*

- Renewal of the *Nunavut Land Claims Agreement* Implementation Contract.
- Coordinate Premier's attendance at the 2013 Council of the Federation meeting, 2013 Western Premiers meeting and 2013 Northern Premiers Forum.
- Coordinate GN participation in the 2013 Arctic Council Ministerial Meeting.
- Conclude discussions on Nunavut Accession to the Agreement on Internal Trade and consider proposed terms of accession.
- Coordinate GN participation in the Annual Meeting of Federal-Provincial-Territorial Minsters responsible for International Trade.
- Coordinate GN participation at the Committee on Internal Trade.
- Continued participation in provincial-territorial debriefs on the Trans-Pacific Partnership and Canada-India Comprehensive Economic Partnership Agreement.
- Continue ongoing preparations to commence devolution Agreement-in-Principle negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.
- Within the Aajiiqatigiinniq framework, continue to work with NTI on matters of mutual interest to Nunavummiut.

Priorities (2014-15)

- Work with the governments of the Northwest Territories and Yukon, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabascan Council to provide a northern voice to Canada's 2013-15 chairmanship of the Arctic Council.
- Assist with hosting Arctic Council Working Group meetings and Senior Arctic Officials meetings in Nunavut.
- Continued implementation of the *Eeyou Marine Region Land Claim Agreement*, *Nunavik Inuit Land Claim Agreement* and *Nunavut Land Claim Agreement*.
- Coordinate GN participation in the Annual Meeting of Federal-Provincial-Territorial Minsters responsible for International Trade.
- Coordinate GN participation at the Committee on Internal Trade.
- Coordinate Premier's attendance at the 2014 Council of the Federation meeting, 2014 Western Premiers meeting and 2014 Northern Premiers Forum.

- Within the Aajiiqatigiinniq framework, continue to work with NTI on matters of mutual interest to Nunavummiut.

- Continue efforts on devolution Agreement-in-Principle negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.

Priorities (2015-16)

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement*, *Nunavik Inuit Land Claim Agreement* and *Nunavut Land Claim Agreement*.

- Coordinate GN participation in the 2015 Arctic Council Ministerial meeting.

- Coordinate GN participation in the Annual Meeting of Federal-Provincial-Territorial Minsters responsible for International Trade.

- Coordinate GN participation at the Committee on Internal Trade.

- Coordinate Premier's attendance at the 2015 Council of the Federation meeting and 2015 Western Premiers meeting.

- Host the 2015 Northern Premiers Forum.

- Within the Aajiiqatigiinniq framework, continue to work with NTI on matters of mutual interest to Nunavummiut.

- Finalize devolution Agreement-in-Principle for transfer of Land and Resource responsibilities from Canada to GN and begin negotiations for the devolution Final Agreement.

Appendix 1: Financial Summary

Branch	2012 – 2013 Main Estimates		2013 – 2014 Main Estimates		2014 – 2015 Planned		2015 – 2016 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Compensation & Benefits	4,711	43	5,041	44	5,041	44	5,041	44
Grants & Contributions								
Other O&M	2,089		2,074		2,074		2,074	
Subtotal	**6,800**		**7,115**		**7,115**		**7,115**	
STRATEGIC PLANNING								
Compensation & Benefits	2,307	18	2,320	18	2,320	18	2,320	18
Grants & Contributions								
Other O&M	247		247		247		247	
Subtotal	**2,554**		**2,567**		**2,567**		**2,567**	
NUNAVUT CABINET								
Compensation & Benefits	2,782	19	2,963	19	2,963	19	2,963	19
Grants & Contributions								
Other O&M	1,472		1,453		1,453		1,453	
Subtotal	**4,254**		**4,416**		**4,416**		**4,416**	
COMMISSIONER OF NUNAVUT								
Compensation & Benefits	148	1	160	1	160	1	160	1
Grants & Contributions	10		10		10		10	
Other O&M	129		129		129		129	
Subtotal	**287**		**299**		**299**		**299**	
SIVUMUAQATIGIIT								
Compensation & Benefits	3,952	33	4,198	33	4,198	33	4,198	33
Grants & Contributions								
Other O&M	4,048		4,063		4,063		4,063	
Subtotal	**8,000**		**8,261**		**8,261**		**8,261**	
INTERGOVERNMENTAL AFFAIRS								
Compensation & Benefits	2,199	20.5	2,299	20	2,299	20	2,299	20
Grants & Contributions	90		90		90		90	
Other O&M	1,860		1,860		1,860		1,860	
Subtotal	**4,149**		**4,249**		**4,249**		**4,249**	
TOTAL	**26,044**	**134.5**	**26,907**	**135**	**26,907**	**135**	**26,907**	**135**

Department of Finance

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management 17
Policy, Planning and Financial Management 20
Comptrollership 24
Centrally Administered Funds 29

APPENDICES

I. Financial Summary 31

This page is purposely blank.

CORE BUSINESS

The programs of the Department of Finance are defined within four lines of business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Corporate Management	3,955	**4,189**	4,176	4,175
Policy, Planning and Financial Management	6,939	**7,783**	7,649	7,618
Comptrollership	24,239	**25,166**	25,117	25,117
Centrally Administered Funds	42,654	**45,632**	45,828	45,860
TOTAL	**77,787**	**82,770**	**82,770**	**82,770**

Corporate Management

The Corporate Management line of business includes the Directorate, Internal Audit Services, Liquor Enforcement and Inspections and the Nunavut Liquor Commission. The Directorate provides overall direction in the delivery of all Department of Finance programs and policies, as well as supports the Minister and the Public Agencies Council (PAC). The Directorate also negotiates, monitors and manages the fiscal arrangements with the federal government. Internal Audit provides the departments and agencies of the GN with independent and objective assurance and consulting activities designed to add value and improve the GN's operations.

Objectives

- Provide the Minister of Finance and the Financial Management Board (FMB) with support and advice to maintain a sound GN fiscal position while supporting Nunavut's vision of self-reliance.
- Provide a leadership role to all deputy heads across the GN.
- Through the Public Agencies Council, continue to provide liaison, assistance and guidance to public agencies.
- Conduct various types of audit engagements in order to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.
- Bring a systematic and disciplined approach to evaluating and improving the effectiveness of the GN's risk management, controls and governance processes.
- Provide leadership in the development and delivery of effective and responsive human resources programs, practices and services.
- Foster an environment of trust with respect to liquor control by cooperating with GN departments, licensees and other agencies to educate the public about responsible consumption of alcohol and provisions of the *Liquor Act* and regulations.

Programs **Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Directorate	1,907	**2,017**	2,012	2,009

The Directorate leads the senior management team and ensures that the department fulfills its mandate. The Directorate provides direction, monitors goals and objectives and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of FMB and the PAC.

Internal Audit Services	1,510	**1,622**	1,614	1,616

Internal Audit Services (IAS) supports the departments and public agencies of the GN by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the GN accomplish its goals and objectives by carrying out a systematic review of operations for the purpose of advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, controls and to make recommendations for improvements.

Liquor Enforcement and Inspections	538	**550**	550	550

Liquor Enforcement and Inspections is responsible for the enforcement of the *Liquor Act* and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. Liquor Enforcement and Inspections is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.

Nunavut Liquor Commission

The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the *Liquor Act*. Acting under the direction of the Minister, the Commission is responsible for the purchasing, warehousing, sale and distribution of all alcoholic products in the Territory of Nunavut.

Total, Corporate Management	**3,955**	**4,189**	**4,176**	**4,175**

Priorities (2012-13)

- Finalize implementation of the action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.
  Status: *Complete. The GN will continue its work to improve financial processes and provide training in order to develop a cadre of professionals as part of its ongoing business.*

- In collaboration with stakeholders, develop an extensive government-wide Human Resources Strategy.
  Status: *Ongoing. A Human Resources Strategic Framework has been developed and is being implemented through updated staffing practices and the addition of new and revised directives in the Human Resources Manual.*

- Complete implementation of the medium term objectives of the action plan to address concerns of the Office of the Auditor General on Human Resources Capacity Audit.
  Status: *Ongoing. Efforts focused on improving staffing practices, automating processes and expanding training initiatives.*

- Continue with *Public Service Act* renewal, implement recommended changes and introduce the legislation though the Standing Committee of the Legislature and make preparations for legislative appearances as determined by the legislative process.
  Status: *Ongoing. Progress continues and draft legislation is near completion.*

- Continue to incorporate the results of the independent operational review of Internal Audit Services (IAS), focusing on developing a clearer IAS reporting structure, approval of the revised Audit Charter and a review of the risk management process.
  Status: *Ongoing. A revised IAS reporting structure has been developed for implementation at the beginning of 2013-14. The Audit Charter has been revised and IAS is in the process of reviewing its risk-based process.*

- Perform a comprehensive internal review of IAS's methods and systems (e.g., TeamMate auditing software and time management software) to ensure IAS has the most modern tools at its disposal and is able to operate at peak efficiency.
  Status: *Complete. Various changes have been implemented to ensure that the methods and systems allow IAS to operate at peak efficiency.*

- Implementation of a continuous auditing process, using computer assisted audit tools, which will assist with the evaluation of compliance with policies, procedures and regulations on more frequent and timely basis.
  Status: *Deferred. Due to other operational demands, this priority was postponed.*

- Complete the audits for Nunavut Arctic College, Qulliq Energy Corporation, and Health and Social Services competitions.
  Status: *The Nunavut Arctic College audit has been completed. The Health and Social Services audit will be complete in 2013-14 and the Qulliq Energy Corporation audit has been deferred to 2014-15.*

- Implement all changes to the liquor regime in Nunavut based on the recommendations of the Minister's Task Force on Liquor.
  Status: *Deferred. The final report of the Minister's Task Force was tabled during the Fall 2012 sitting and a GN response is being developed.*

Priorities (2013-14)

- Continue to monitor the implemented action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.

- Monitor the integration of the Departments of Finance and Human Resources.
- In partnership with EIA, develop a government-wide Human Resources Strategy.
- Implement long-term objectives of the Human Resources Action Plan to address concerns identified in the Auditor General's 2010 report on human resources capacity.
- Implement changes to the *Public Service Act*.
- Develop options for devolving staffing to departments.
- Undertake a human resources audit for the Department of Health including a review of staffing processes.
- Using information provided by the Minister's Task Force, develop proposals to change the *Liquor Act*.

Priorities (2014-15)

- Undertake an internal review of the *Financial Administration Act* to ensure that it reflects best practices and current Nunavut realities.
- Undertake a human resources audit for Qulliq Energy Corporation including a review of staffing practices.
- In partnership with EIA, develop an action plan to implement the Human Resources Strategy.

Priorities (2015-16)

- Develop any necessary amendments to the *Financial Administration Act* and regulations.
- Conduct another external quality assessment review of Internal Audit Services as required by the International Standards for the Professional Practice of Internal Auditing.

Policy, Planning and Financial Management

The Policy, Planning and Financial Management line of business includes Corporate Policy, Fiscal Policy, Expenditure Management and Corporate Services. Policy and Planning provides policy support to the Minister, the department and public agencies. It also negotiates, monitors and manages the fiscal arrangements with the federal government. Expenditure Management provides analytical support to Financial

Management Board, manages the annual budget development process and provides the treasury function. Corporate Services provides departmental financial, administrative and human resources support.

Objectives

- Recommend improvements to legislation and policies that are relevant to the financial and human resources administration of the GN and its public agencies.
- Ensure that the Human Resources and Financial Administration Manuals are current, respond to the needs of users and provide one window for inquiries into their application and interpretation.
- Negotiate and manage the Territorial Formula Financing (TFF) agreement and other fiscal arrangements with the federal government to maximize benefits to the GN.
- Provide fiscal and economic advice and analysis of the implications of GN policies and proposed initiatives to facilitate sound decision-making.
- Through public agency operations, continue to provide liaison, assistance and guidance to public agencies.
- Ensure sound financial decision making throughout the GN through the provision of timely, accurate and meaningful financial management tools.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Corporate Policy		1,644	**2,023**	1,893	1,862

Corporate Policy provides departmental, public agency and ministerial support through a dual role of assuming the responsibility for legislation and policy development and support to the Public Agencies Council (PAC). Corporate Policy assumes the lead role providing support and liaison with the Minister's Office and provides the communications function for the department including the departmental website. For PAC, it acts as Secretariat as well as an operational role with respect to liaising with and providing assistance to public agencies in Nunavut. Corporate Policy supports client departments through the development, maintenance and interpretation of the Financial Administration and Human Resources Manuals. In addition, Corporate Policy leads the department's Inuit Societal Values initiatives.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Fiscal Policy		1,297	**1,623**	1,623	1,623

Fiscal Policy comprises two sections: Fiscal and Economic Policy, and Taxation. Fiscal and Economic Policy's work includes setting macroeconomic policy, negotiating and managing fiscal arrangements with the federal government, forecasting federal transfers to the GN such as Territorial Formula Financing, which accounts for 80% of the GN's annual revenues, and monitoring Nunavut's overall economic health. Fiscal and Economic Policy collaborates interdepartmentally on a wide range of initiatives with fiscal and economic implications, and it plays a special role supporting intergovernmental initiatives such as devolution. Taxation's role is to ensure that the GN's tax regime is efficient, prudent, simple and fair. Its work includes setting tax policy, forecasting tax revenues, developing tax programs, enforcing compliance with tax laws, overseeing the tax-collection system and managing relations with the Canada Revenue Agency.

Expenditure Management	1,815	**1,860**	1,858	1,858

Expenditure Management coordinates, facilitates, and provides policy and financial direction to the GN's budget development processes. Financial management advice, policy and administrative support are provided to the Financial Management Board, departments and public agencies. Expenditure Management performs a compliance and enforcement role with respect to departmental budgets, organizational design and positions. The treasury function enables the GN to improve its cash management and its ability to project cash flows and generate revenue from the investment of surplus cash.

Corporate Services	2,183	**2,277**	2,275	2,275

Corporate Services provides financial, administrative and human resource support to the Department of Finance. Corporate Services is responsible for budget development, analysis and control for the department and includes the risk management function. Corporate Services manages the Centrally Administrated Funds Branch. It also provides departmental human resource support including the coordination of the Financial Internship Program.

Total, Policy, Planning and Financial Management	**6,939**	**7,783**	**7,649**	**7,618**

Priorities (2012-13)

- Develop an internal communications strategy to generate awareness and promote programs and services of the reorganized Human Resources department.
  Status: *The focus of this priority changed with the decision to merge the Department of Human Resources with the departments of Finance and EIA. All departments worked closely together during the transition period to ensure that impacts to internal and external communications were mitigated.*

- Develop and implement a mandatory performance management policy for the GN.
  Status: *A Performance Management Directive has been developed and is anticipated to be implemented in 2013-14.*

- Develop a GN-wide fiscal management strategy that will include principles for long-term planning and budgeting to restore and maintain our fiscal resources.
  Status: *Complete. The first phase of the strategy was released with Budget 2013.*

- Develop an interdepartmental framework that clarifies the GN's fiscal relationship with Canada, particularly in the context of renewal of the federal fiscal transfers.
  Status: *Ongoing. The GN has established an interdepartmental Fiscal Issues Sub-Committee, chaired by the ADM of Policy, Planning and Financial Management. The*

committee has begun to formalize how the GN tracks and monitors the fiscal agreements with the federal government.

- Begin substantive re-negotiation of the TFF to achieve greater fiscal capacity for the GN, with the support of all GN departments and agencies.
  Status: *Complete. Finance officials have actively participated in a number of teleconferences, webinars and face-to-face meetings with territorial, provincial and federal counterparts regarding the technical aspects of the TFF renewal, as well as other major fiscal relationships.*

- Support EIA's Devolution Division in achieving a devolution agreement with the federal government that offers a net fiscal benefit to the GN.
  Status: *Ongoing. We continue to collaborate with EIA's Devolution Division as they work to advance this file.*

- Ensure that all GN departments have the financial tools and support required to enable FMB to balance the GN's budget, including an appropriate budgeting/forecasting tool.
  Status: *Ongoing. The Department of Finance provides support to GN departments and agencies as part of its ongoing business. Research continues to choose an appropriate budgeting/forecasting tool.*

- Produce a GN Expenditure Management handbook that will act as a tool and provide guidance with respect to budget management processes and procedures.
  Status: *Ongoing. Various processes have been developed and have been consolidated into a handbook.*

- Continue to expand a professional training regime to enhance the financial expertise of the territory at all levels.
  Status: *Ongoing. Financial training continued with delivery of Accounting Certificate Program courses in November 2012 and again in January 2013.*

- Work with the Department of Human Resources and the interdepartmental working group to finalize standardized financial job descriptions.
  Status: *Ongoing. Draft job descriptions were finalized. An interdepartmental working group was established to review and approve the job descriptions.*

Priorities (2013-14)

- Successfully conclude re-negotiation of the major transfers and commence monitoring of implementation.

- Choose a budgeting/forecasting tool for implementation.

- Develop a training/orientation program for departmental staff that incorporates key components of the GN Expenditure Management handbook such as budgeting/forecasting and developing FMB submissions.

- Implement Enterprise Risk Management (ERM) across the GN.

Priorities (2014-15)

- Enhance the budget development process for departments and public agencies in order to develop a consolidated budget as part of the fiscal planning process.

- Monitor and support the implementation of ERM across the GN.

Priorities (2015-16)

- Conduct a comprehensive review of Nunavut's taxation system to ensure its rates and structure are equitable, efficient and effective, particularly in the context of the recently renewed major federal transfers.

Comptrollership

The Comptrollership line of business includes Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Staffing and Recruitment, Employee Relations and Job Evaluation and Regional Operations. Comptrollership provides an accountability framework and systems that support the decentralized administration of GN mandates through the development and management of GN financial and human resource processes. These processes include revenue and expenditure functions as well as managing the human resources function including position development, recruitment and retention, payroll and benefits, employee and union relations, as well as workplace health, safety and wellness. Comptrollership also establishes and manages the form and content of the financial records and Public Accounts.

Objectives

- Develop, operate, maintain and monitor the government-wide accountability framework, financial and human resource information systems and related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Produce the annual Public Accounts in compliance with statutory requirements.
- Manage an effective, fair and transparent staffing process that is compliant with the Priority Hiring Policy.
- Provide leadership and guidance reflecting Inuit Societal Values in the administration of Workplace Health, Safety and Wellness programming.

- Lead the GN in collective bargaining and represent the GN during negotiations as mandated.
- Provide timely and consistent labour relations and job evaluation expertise.
- Provide professional payroll, benefits and relocation services to employees.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Employee Relations and Job Evaluation	2,967	**3,138**	3,138	3,138

Employee Relations provides professional employee relations advice and services to departments and agencies and contributes to the GN's overall ability and capacity to attract, retain and fairly compensate employees through the collective bargaining process. Workplace Health, Safety and Wellness facilitates compliance with WSCC requirements and offers programs to support the general wellbeing of all employees. Job Evaluation provides technical advice and assistance to departments and agencies on organizational design and job evaluation to promote a consistent and fair classification structure for GN positions.

Financial Systems Management	2,974	**3,247**	3,232	3,244

Financial Systems Management develops and maintains central accounting, financial and human resource systems. It is responsible for the development, implementation and management of the government's principal accounting systems and financial applications used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include FreeBalance, e-Personality, Access Direct Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Financial Reporting and Controls	1,716	**1,556**	1,560	1,556

Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and it provides accurate and timely financial reports and information on the government's financial position and operational results. It serves as the principal liaison between the government and the Office of the Auditor General for the annual financial audit of the Public Accounts.

Financial Operations	2,873	**2,890**	2,888	2,885

Financial Operations provides leadership to GN departments and public agencies for accounting support services; ensuring the accuracy, compliance and confidentiality of accounting records; and for the provision of related training and support to ensure that all public funds are being appropriately expended, collected and recorded. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations is also responsible for central coordination of the employee relocation process.

Compensation and Benefits	2,736	**2,742**	2,715	2,706

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the government's Human Resources Information System in conjunction with Financial Systems Management.

Staffing and Recruitment	2,186	**2,299**	2,299	2,299

This program works in collaboration with GN departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the GN's Inuit employment priorities. The division develops policies and procedures to support the staffing function and manages centralized staffing services for the GN, including the Summer Student Employment Equity Program.

Regional Operations	8,787	**9,294**	9,285	9,289

Regional Operations manages staffing, relocation, accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the GN's decentralized offices located in the three regions outside of Iqaluit. The program also performs compliance reviews, special reviews, regional user training and provides ongoing support services and consultation to line departments or public agencies located in the regions.

Total, Comptrollership	**24,239**	**25,166**	**25,117**	**25,117**

Priorities (2012-13)

- Develop and implement career development mechanisms for individual regional staff, including job rotation placements at headquarters and/or other regional offices.
  Status: *Complete. Developmental opportunities have been implemented in all regions.*

- Evaluate regional participation in the implementation of staffing priorities, including staffing processes, systems and improved levels of service to departments.
  Status: *Complete. The need for increased participation was identified and regional staff participated in the development and implementation of staffing standards.*

- Evaluate the Workplace Conflict Management Program and the Workplace Wellness Program.
  Status: *A Workplace Conflict Management directive and updated Harassment Free Workplace policy were developed in cooperation with the Nunavut Employees' Union. The evaluation of the Workplace Wellness Program is deferred.*

- Assess the department's Occupational Health, Safety and Wellness programs.
  Status: *Deferred. A formal review is more appropriate and options for an independent review are being considered.*

- Consider and implement best practices recommendations and changes for the Job Evaluation process.
  Status: *A review of Job Evaluation processes and services was completed by the Hay Group. Recommendations have been reviewed and appropriate action will be taken where necessary.*

- Implement the Wellness communication plan.
  Status: *Deferred. The communication of Wellness programs will be part of the new department's corporate communication initiatives.*

- Finalize the Strengthening Financial Management projects and use the outcomes from the project as a springboard to further contribute to a professionally staffed financial system backed up by a modern computer network system.
  Status: *Ongoing. The 5-year Strengthening Financial Management project ends March 31, 2013.*

- Continue to participate, in collaboration with CGS, on development of an implementation plan for ongoing management of the Human Resource Information and Payroll System, in conjunction with the overall GN-wide Information Communications Technology (ICT) plan.
  Status: *Ongoing. A review of the current state of the system, business models and associated processes was undertaken.*

- Explore opportunities for implementing a document management and tracking system.
  Status: *Ongoing. Further progress on this initiative is pending on the results of the project to develop an automated workflow system for Delegation of Authority, Travel and Contribution Agreements. It is expected that the functionality of this system can be used for document management and tracking.*

- Reduce average age of receivables to less than 120 days outstanding.
  Status: *Ongoing. The average age of receivables has not yet reached 120 days. An internal collections process has been developed, old accounts receivable are under review and a contract with Canada Revenue Agency, for recovery through income tax, is being negotiated.*

- Establish new processes to increase efficiency in the staffing process including internal competitions, priority positions, a job candidate registry and position eligibility lists.
  Status: *The new process for internal competitions has been completed. An internal process was developed to prioritize positions for staffing. A job candidate registry is in*

place for casuals and summer students. The process for position eligibility lists was developed and has been implemented.

- Revise transfer assignment processes.
  Status: *Deferred. A new transfer assignment directive will be developed in 2013-14.*

- Revise the Summer Student Employment Equity Program based on the review.
  Status: *The 2013 SSEEP will incorporate the recommended changes.*

- Support GN departments in the implementation of recruitment strategies, including those aimed at Inuit youth.
  Status: *Complete. Various initiatives were undertaken including CBC radio ads for recruitment of casuals, advertising through professional associations and journals, attendance at trade shows, and high school and community visits.*

Priorities (2013-14)

- Undertake a formal review of workplace health and safety including WSCC compliance.
- Revise the transfer assignment process to ensure that it promotes capacity building across the GN.
- Finalize changes to the Staff Housing Policy.
- Formalize and implement strategies to expand and strengthen the nature, scope and timing of Financial Control's activities.
- Implement electronic workflow and invoice authorization for Accounts Payable.
- Develop training and resource material for key Compensation & Benefits processes.
- Undertake a re-engineering of the Human Resource Information and Payroll System.
- Review and revise the existing staffing manual to support the delegation of staffing to departments.

Priorities (2014-15)

- Develop a renewed and comprehensive Workplace Wellness Program.
- Implement methodology for further improvement in reporting of taxable payments to vendors (T4A) by automating the process of capturing these payments.
- Pilot implementation of leave and attendance software and determine priorities for the development of additional human resources modules.

- Measure individual departments' capacity to take on staffing responsibilities and pilot delegation to select departments.
- Work with stakeholders on programs to develop Inuit youth employment opportunities and ladders within the government to promote technical skills.
- Provide effective input and support to efforts aimed at improving the understanding of the government's financial condition and performance, including improved consistency in terms of key measure and presentation between budget, fiscal update and financial statements.
- Building on the 2013-14 initiative to implement broader monitoring of key compliance and control matters by Financial Controls, implement procedures to support reporting to Finance management, at the non-consolidated level initially, on key compliance and control matters.

Priorities (2015-16)

- Finalize standardized job descriptions for identified groups across the GN.
- Explore further opportunities for implementation of electronic workflow and approvals for other financial processes within the GN.
- Evaluate the staffing delegation pilot and determine which departments are best suited for delegation.

Centrally Administered Funds

The Centrally Administered Funds line of business includes Employee Benefits, Capital Lease, Insurance, Energy Subsidy and Nunavut Child Benefit programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. It provides benefits for GN employees as well as energy subsidies and child tax benefits to Nunavummiut.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Employee Benefits	18,913	**19,296**	19,296	19,276

Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, relocation, medical travel and other benefits for GN employees. It also provides the funding for the Summer Student Employment Equity Program.

Capital Leases	10,151	**10,218**	10,264	10,316

Capital Leases provides the interest and amortization payments for the GN's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit.

GN Insurance	5,013	**5,013**	5,163	5,163

GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.

Energy Subsidies	8,577	**9,050**	9,050	9,050

Energy Subsidies provide equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.

Nunavut Child Benefit (NUCB)	-	**2,055**	2,055	2,055

Nunavut child benefit (NUCB) is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is fully funded by Nunavut.

Total, Centrally Administered Funds	**42,654**	**45,632**	**45,828**	**45,860**

Appendix: Financial Summary

Branch	2012 – 2013 Main Estimates		2013 – 2014 Main Estimates		2014 – 2015 Planned		2015 – 2016 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Salary	1,940	25.0	**2,077**	**25.0**	2,077	25.0	2,077	25.0
Grants & Contributions	–		–		–		–	
Other O&M	505		**490**		485		482	
Subtotal	**2,445**		**2,567**		**2,562**		**2,559**	
POLICY, PLANNING AND FINANCIAL MANAGEMENT								
Salary	6,176	56.0	**6,692**	**56.0**	6,692	56.0	6,692	56.0
Grants & Contributions	–		–		–		–	
Other O&M	763		**1,091**		957		926	
Subtotal	**6,939**		**7,783**		**7,649**		**7,618**	
INTERNAL AUDIT SERVICES								
Salary	1,369	10.0	**1,486**	**10.0**	1,486	10.0	1,486	10.0
Grants & Contributions	–		–		–		–	
Other O&M	141		**136**		128		130	
Subtotal	**1,510**		**1,622**		**1,614**		**1,616**	
COMPTROLLERSHIP								
Salary	20,321	176.0	**21,261**	**176.0**	21,261	176.0	21,261	176.0
Grants & Contributions	–		–		–		–	
Other O&M	3,918		**3,905**		3,856		3,856	
Subtotal	**24,239**		**25,166**		**25,117**		**25,117**	
CENTRALLY ADMINISTERED FUNDS								
Salary	6,913	–	**7,296**	–	7,296	–	7,276	–
Grants & Contributions	8,577		**11,105**		11,105		11,105	
Other O&M	27,164		**27,231**		27,427		27,479	
Subtotal	**42,654**		**45,632**		**45,828**		**45,860**	
TOTAL	**77,787**	**267.0**	**82,770**	**267.0**	**82,770**	**267.0**	**82,770**	**267.0**

This page is purposely blank.

Department of
Justice

Business
Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services 33
Law Enforcement 36
Legal Services Support 38
Court Services 40
Legal Registries 43
Corrections 46
Community Justice 49
Human Rights Tribunal 51
Legal Services Board 53

APPENDICES

I. Financial Summary 56

This page is purposely blank.

CORE BUSINESS

The programs of the Department of Justice are described below, within the following lines of business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Advisory and Administrative Services	13,346	**15,340**	15,340	15,340
Law Enforcement	29,606	**34,185**	34,185	34,185
Legal Support Services	3,180	**3,441**	3,441	3,441
Court Services	8,857	**9,123**	9,123	9,123
Legal Registries	1,315	**1,388**	1,388	1,388
Corrections	31,157	**32,145**	32,145	32,145
Community Justice	4,624	**4,817**	4,817	4817
TOTAL	**92,085**	**100,439**	**100,439**	**100,349**

Advisory and Administrative Services

Advisory and Administrative Services includes three programs: Office of the Deputy Minister, two Assistant Deputy Ministers, Policy and Planning and Corporate Services. This line of business provides the overall leadership, policy development and planning, human resources, training administration and financial and administrative support.

Objectives

- To provide leadership for the department in order to ensure its goals, objectives and priorities are met.
- To advise Cabinet on legal matters affecting the Government of Nunavut.
- To work with other departments, communities and governments to continuously improve the administration of Justice in Nunavut.
- To consider *Tamapta* as part of Department of Justice policy and program decisions, and to incorporate *Tamapta* into the policy development process.
- To support the development of Inuit legal professionals who can provide services in Inuktitut and bring an understanding of Inuit culture and values to their work.
- To provide policy direction and act as liaison between the Government of Nunavut and the RCMP, and ensure that policing services in Nunavut meet the needs of Nunavummiut.
- To provide support services to the other divisions of the Department of Justice in financial administration, policy development, and human resource functions.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Deputy Minister/ Assistant Deputy Minister's Office Assistant Deputy Attorney General		1,633	**1,740**	1,740	1,740

The Deputy Minister (DM)/ Deputy Attorney General (DAG), and the Assistant Deputy Ministers of Justice (ADAG) are responsible for the overall management of the department, including providing leadership and setting program direction, monitoring goals, objectives, policies and budgets and ensuring that priorities and directives are followed. The Deputy Minister of Justice/Deputy Attorney General is the official legal advisor to the Executive Council and the Government of Nunavut. An ADM oversees the Community Justice Division and the RCMP policing file as well as the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Assistant Deputy Attorney General oversees legal registries, legislation and legal services provided by the Department.

Corporate Services		10,956	**12,815**	12,815	12,815

The Corporate Services division provides a full range of financial, staffing/training, administrative management and support services to the department. The division also oversees the financial aspects of the policing agreements, and manages the human resources functions for the department. The division also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and hamlets in Nunavut.

Policy and Planning		757	**785**	785	785

The Policy and Planning division is responsible for developing departmental policy and legislative research proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues. In addition, the division is responsible for coordinating the department's *Tamapta* strategy.

Total Advisory and Administrative Services		**13,346**	**15,340**	**15,340**	**15,340**

Priorities (2012-13)

- Distribute Nunavut Will Kit with assistance from GLOs.
  Status: *The Nunavut Will Guide was tabled in the Legislative Assembly in the 2012 Fall sitting. The Inuktitut and English versions are ready to be released to the public. Department of Justice is working with EIA and the public trustee on a communication and distribution plan. The Inuinnaqtun and French versions are in progress.*

- Continue to provide and expand training to Justices of the Peace.
  Status: *Training for Justices of the Peace is ongoing and includes specialized training and refresher courses.*

- Implement job protection for Reservists and Rangers.
  Status: *Bill 33 – An Act to Amend the Labour Standards Act was passed during the 2012 spring sitting. Through amendments to the Labour Standards Act, the Bill ensures the Reservists and Rangers job security when they are on duty.*

- Continue to increase the recruitment of bilingual RCMP Special Constables and bilingual RCMP support staff.
  Status: *The RCMP National Aboriginal Policing Services program is a partnership between the Government of Nunavut Department of Justice and RCMP "V" Division. Recruitment for this program is a continuing priority. The RCMP is currently recruiting more Aboriginal Community Constables for an up-coming pilot troupe scheduled for February 2013.*

  At this time, seven application packages are being reviewed by the processing unit and three more applicants are filling out the forms. Funding to hire (5) five Aboriginal Community Constables from this troop has been requested.

Priorities (2013-14)

- Continue to provide and expand training to Justices of the Peace.

- Continue to increase the recruitment of bilingual RCMP Special Constables and bilingual RCMP support staff.

Priorities (2014-15)

- Continue to provide and expand training to Justices of the Peace.

- Continue to increase the recruitment of bilingual RCMP Special Constables and bilingual RCMP support staff.

Priorities (2015-16)

- Work to reform Nunavut's Human Rights Regime to improve responsiveness and accessibility.

- Continue to increase the recruitment of bilingual RCMP Special Constables and bilingual RCMP support staff.

- Work to reform Nunavut's Labour Standards Regime to make it more responsive and accessible.

Law Enforcement

Within the Department of Justice, senior management acts as a liaison between the Government of Nunavut and the Royal Canadian Mounted Police (RCMP), and oversees the financial aspects of the federal/territorial policing agreement. The department contracts with Public Safety and Emergency Preparedness Canada for the provision of RCMP services under the Territorial Police Services Agreement.

Objectives

- Ensure a high quality of policing services in Nunavut.
- Manage the resources and services provided via the Territorial Policing Services Agreement.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Law Enforcement		29,606	**34,185**	34,185	34,185

Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – "V" Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 155 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

Total, Law Enforcement		**29,606**	**34,185**	**34,185**	**34,185**

Priorities (2012-13)

- Create a Police Youth Strategist position in Nunavut to travel to all communities and examine local issues, challenges and opportunities and to assist the local Detachment members with setting up proactive strategies.
  Status*: "V" Division has been very active in engaging in many Youth based initiatives which include; the "V" Division Youth Academy, Summer Student Program, Start Right/Stay Right program and many sports related initiatives throughout the Territory. The Commanding Officer has also established a Youth Advisory Committee which provides a forum for effective dialogue with youth. The Committee consists of youth from Whale Cove, Repulse Bay, Gjoa Haven, Kimmirut and Iqaluit and teleconferences on a regular basis. A newly selected Inuit Community Policing NCO had added tremendous value to community based program support.*

- Support police efforts towards Nunavut's Suicide Prevention Strategy.
  Status*: Work continues through the Commanding Officers initiative on Suicide Prevention in the Territory. The Division is working closely with the Government on a response to suicide. All members are aware that this is a strategic priority. An Inuit RCMP member is the Vice President of the Embrace Life Council. The RCMP continues to support the ASIST program, including the provision of training to ensure members are prepared to deal with situations involving suicide.*

More recently, the RCMP has led a multi-agency initiative to create an information sharing protocol agreement between Health, the RCMP and Education to allow for the free exchange of information in support of managing real time mental health issues at the community level. Pilot initiatives will commence in Kimmirut, Pond Inlet and Iqaluit.

- Continue efforts to increase capacity to communicate in the Inuit language within the RCMP in "V" Division and staff.
  Status: *There are currently 20 Inuit employees of the RCMP in Nunavut. Work continues on increasing the number of employees who can communicate in the Inuit language. RCMP submissions for increased resources include a request for nine Public Service Employees in the Detachment Clerk role and five Special Constables in the Aboriginal Community Constable role. If these positions are approved, the intent is to hire local Inuit candidates capable of delivering service in the Inuit language.*

  The revitalization of a Division-wide Aboriginal Constable Development Program (ACDP - Arctic College supported) is underway and is at the partner discussion stages.

  Work continues on the development of an Inuit Cultural Awareness training program. When implemented, it will be prerequisite training for RCMP personnel being posted to Nunavut.

  The "V" Division Recruiting position and a secondment of an Inuit RCMP Constable into the CFO program for Nunavut are underway and will contribute immensely to countering the many language barriers at the community levels.

  The RCMP Youth Academy and Summer Student programs continue to be implemented on an annual basis. These programs assist in the exposure to, and development of, suitable candidates for employment with the RCMP.

- Support police efforts to continue drug and alcohols seizures.
  Status*: Work continues on enforcement of drug laws through targeted enforcement and partnership with Territorial and Federal agencies to interdict the flow of illegal drugs to, and within, Nunavut. Significant seizures of illegal alcohol, drugs and cash continue to be achieved.*

Priorities (2013-14)

- Continue efforts to increase capacity to communicate in the Inuit Language within the RCMP in "V" Division and staff.

- Support police efforts to continue suicide prevention training and education.

- Continue to develop intelligence and crime prevention strategies.

Priorities (2014-15)

- Continue efforts to increase capacity to communicate in the Inuit Language within the RCMP in "V" Division and staff.

- Support police efforts to continue suicide prevention training and education.
- Continue to develop intelligence and crime prevention strategies.

Priorities (2015-16)

- Continue efforts to increase capacity to communicate in the Inuit Language within the RCMP in "V" Division and staff.
- Support police efforts to continue suicide prevention training and education.
- Continue to develop intelligence and crime prevention strategies.

Legal Support Services

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the government's legal interests. Program responsibilities include the provision of legal advice and representation to all departments and certain public agenciesas well as legislative drafting.

Objectives

- To provide quality and timely legal advice to Cabinet and all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in other negotiations.
- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut's legislation.
- To maintain, revise and consolidate Nunavut's legislation.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Legal and Constitutional Law	1,966	**2,159**	2,159	2,159

The Legal and Constitutional Law Division provides general legal services to Cabinet, all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, Aboriginal claims, implementation of the Nunavut Land Claims Agreement, Devolution and the Charter of Rights and Freedoms), all litigation matters and the drafting and review of major contracts.

Legislation Division	1,214	**1,282**	1,282	1,282

Legislation Division has five main responsibilities. The division provides legislative advice, drafts bills, regulations and appointments for the government, the Assembly, and most statutory bodies. It translates all bills and some other instruments into Inuktitut, and translates all bills and all regulations into French; registers, maintains, revises and consolidates the acts and regulations of Nunavut. It publishes, as required by law, the monthly *Nunavut Gazette*, and it maintains a website to make the statutes, regulations and other instruments available to the public.

Total, Legal Support Services	**3,180**	**3,441**	**3,441**	**3,441**

Priorities (2012-13)

- Maintain a full staff complement and continue the effort to provide relevant professional development opportunities.
  ***Status**: One vacant Legislative Counsel position was filled in September 2012. Competitions are in process to fill the French Legal Translator position, the Director of Legislation Division, and the Director of Legal and Constitutional Law Division. In 2012, Staff of the Legal and Constitutional Division participated in a number of professional development opportunities, with various staff members completing courses in negotiations, mediation and privacy law.*

- Support the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.
  ***Status**: Legislation Division has two full-time Inuktitut translators who provide current legislative translation needs. More resources are needed to make significant progress on the backlog of existing, untranslated legislation. Legal Division has Inuktitut speaking support staff and one Inuktitut speaking Legal Counsel. Members of the Legal and Constitutional Law Division have taken the introductory Inuktitut course offered by the Piruvik Centre. In 2013, it is expected that two other lawyers will complete introductory level Inuktitut.*

- Hire and train a Legislative Counsel who is a beneficiary to further the Inuit Employment Plan for the Legislation Division.
  ***Status**: Currently no available beneficiary candidates have been identified but the Division will continue to look for opportunities to hire and train beneficiaries.*

- Continue efforts to identify and correct outdated references to NWT and other anomalies in Nunavut Acts and Regulations.
  ***Status**: One more all-language Miscellaneous Statutes Amendment Act will be introduced in the Assembly, plus one Bill with changes to French texts.*

Priorities (2013-14)

- Maintain a full staff complement and continue the effort to provide relevant professional development opportunities.

- Support the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.

Priorities (2014-15)

- Hire and train a Legislative Counsel who is a beneficiary to implement further the Inuit Employment Plan for the Legislation Division.

- Maintain a full staff complement, and continue the effort to provide relevant professional development opportunities.

- Support the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.

Priorities (2015-16)

- Maintain sufficient Legislative Counsel and Translation staff to allow all drafting and translation work to be done in-house, with minimal outside contracting.
- Maintain sufficient legal publishing staff (Territorial Printer and Assistant) to enable consolidations of amended Acts and Regulations to be made available on a timelier basis.
- Hire and train a Legislative Counsel who is a beneficiary, to further the Inuit Employment Plan for the Legislation Division.
- Support the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.

Court Services

The Court Services Division is responsible for the provision of administrative support services for the Nunavut Court of Justice. The Division also provides assistance to the public, the judiciary, legal counsel, the RCMP and other officials in all official languages.

Additional responsibilities include administration of the Sheriff's office, the Justices of the Peace, Coroner's Office, Maintenance Enforcement Program, the Commissioners of Oaths, Notaries Public, Labour Standards Administration and the *Residential Tenancies Act*. It also supports for the Labour Standards Board, the Nunavut Criminal Code Review Board, the Liquor Licensing Board and the provision of access to legal research through the Courthouse law library.

Objectives

- To provide efficient and timely processes relating to family, civil and criminal Court proceedings.
- To develop cost-efficient, effective and integrated systems for records management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities as well as ensuring staff input into all Court initiatives.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Court Administration		6,720	**6,946**	6,946	6,946

Court Administration is responsible for the provision of support services for the Nunavut Court of Justice throughout Nunavut. This includes providing information and assistance to the public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the Court. The Nunavut Review Board is composed of psychiatrists, psychologists, experienced lawyers and non-professional members. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.

Nunavut Liquor Licensing Board		308	**314**	314	314

The Nunavut Liquor Licensing Board functions independently to control the conduct of liquor license holders, the management and equipment of licensed premises and the conditions under which liquor may be sold or consumed in licensed premises under the *Liquor Act*.

Maintenance Enforcement Program		347	**364**	364	364

The Maintenance Enforcement Office has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred and fifty open maintenance enforcement files.

Justice of the Peace (JP)		753	**764**	764	764

To recruit, train and provide ongoing support for justices of the peace, who share jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and offences under Nunavut statutes. In addition, JPs are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. They also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials and signing documents.

Coroner's Office		427	**433**	433	433

To investigate the circumstances surrounding all reportable deaths that occur in Nunavut or as a result of events that occurred in Nunavut to determine the identity of the deceased and the facts concerning when, where, how, and by what manner a deceased person came to their death. The service is supported by Coroners within the communities, the RCMP, the Fire Marshall's Office, the Workers' Safety & Compensation Commission, the Transportation Safety Board and various other agencies that work closely with the Coroner's Office. The Nunavut Coroner's Office also relies on southern providers for such services as autopsies and toxicology testing.

Rental Office		119	**119**	119	119

The rental officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of the Court.

Labour Standards Board/Labour Services Administration	183	**183**	183	183

Labour Services administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act* and *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Total, Court Services	**8,857**	**9,123**	**9,123**	**9,123**

Priorities (2012-13)

- Plan for the implementation of the Family Support Orders Enforcement Act.
  ***Status**: The Family Support Orders Enforcement Act received assent in the Legislature in June of 2012. Regulations for the Act are being completed. Proclamation of the Act is forecasted for spring 2014.*

- Review all contracts related to services rendered, including Court reporting and recording services. This review will include all fees paid to and by Court Services.
  ***Status**: Review was completed and standing offer agreements will be completed.*

- Continue a review and update of all Court Services Policies and Procedures Manuals.
  ***Status**: The Maintenance Enforcement Program and Coroner's Office have created up to date policy and procedures manuals. The Liquor Licensing board has a draft and is awaiting possible changes to the Liquor Act before completion. The Justice of the Peace Program has a draft completed. A court reporters manual is also drafted. Labor Standards is currently being reviewed. The Sheriff Policy and Procedures Manual (Standing Operating Procedures/Court Security Policy) is being reviewed.*

- Obtain funding and implement the pilot project for a Healthy Relationships Court in Nunavut.
  ***Status**: A request for funding from the Federal Government was denied. A healthy relationships proposal is being considered but implementation will require funding.*

- Continue to identify new and correct outdated Nunavut Acts and Regulations related to Court Services.
  ***Status**: Steps have been taken to put forward amendments to the Justice of the Peace Act. The Residential Tenancies Act Labour Standards Act and Coroners act need a review for possible amendments.*

- Continue to provide ongoing staff training.
  ***Status**: Due to staff short shortages ongoing training was put on hold. Training at other Court Facilities is on the horizon. Professionalism and Business Etiquette and criminal, civil training will be the focus.*

- Continue to expand the Justice of the Peace program in Nunavut.
  ***Status**: As JPs receive further training their authorities will be expanded. Proposed amendments to the Justice of the Peace Act will improve the program.*

Priorities (2013-14)

- Based on funding, develop and implement a pilot project for the Healthy Relationships Court.
- Continue to review and update Nunavut Acts and Regulations related to Court Services.
- Continue to expand the Justice of the Peace program in Nunavut.

Priorities (2014-15)

- Conduct an independent evaluation to determine the effectiveness of the Healthy Relationships Court.
- Continue to provide ongoing staff training.
- Maintain a full staff complement; continue efforts to provide relevant professional development opportunities; and expand Inuit Language capacity within Court Services.

Priorities (2015-16)

- With future growth, the Nunavut Justice Centre will need to be renovated. An additional Courtroom, expansion of the Court Registry, the Exhibit Control Room, Judges Chambers, JP Offices, and cells will be a priority.
- Explore the feasibility of an apartment adjacent to the Nunavut Justice Centre for non-resident Deputy Judges, Court Reporters, Counsel and witnesses.
- Continue to provide ongoing staff training.
- Explore the feasibility of a paperless "Electronic Court". This would require a new Court system and separate network.

Legal Registries

Legal Registries administers corporate, commercial and land titles laws and processes a variety of legal documents submitted to register interests in land recorded on guaranteed land titles; security interests in personal property; corporations, societies, partnerships and co-operative associations; and securities such as stocks, bonds and mutual funds. It also regulates the advisors and dealers engaged in the sale of those securities in Nunavut.

Objectives

- To promote effective legal and administrative systems to facilitate: land conveyance, financing and other commercial transactions, establishing businesses and non-profit corporations, investment opportunities and economic growth.

- To maintain accurate and current information in the various public registries in accordance with legal requirements.
- To provide enhanced certainty of title to land to support real estate conveyance, lending and other commercial activities in Nunavut.
- To facilitate the registration of business and non-profit organizations.
- To ensure that advisors, dealers and companies who deal with securities offered for sale to investors are registered and to promote fair and efficient access to capital markets.
- To provide advisory and educational services to client groups to maximize the benefits from the regulatory framework administered by Legal Registries.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Land Titles Office	748	**791**	791	791

To administer the *Land Titles Act* by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the *Personal Property Security Act,* which enables lenders to register their claim to personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.

Corporate and Securities Registries	567	**597**	597	597

The Corporate Registry administers the *Business Corporations Act, Societies Act, Partnership Act*, and certain provisions of the *Co-operative Associations Act* and *Credit Union Act*. Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.

The Securities Registry administers the *Securities Act*, which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.

Total, Legal Registries	**1,315**	**1,388**	**1,388**	**1,388**

Priorities (2012-13)

- Finish electronic archiving of all business filings from 1999 onward.
  Status*: It is anticipated that this project will be completed by the end of the fiscal year.*

- Scan and electronically archive all Land Titles documents existing prior to Division (1999).
  Status*: Project completed.*

- Complete work on the Advisory Committee; work will be completed and Nunavut's position within the Canadian Securities framework will be negotiated.
  ***Status**: It is anticipated that all work will be completed before the July 2013 deadline set by the Federal Minister of Finance*

- Implement an integrated workflow system that, after successful trials, will integrate all Legal Registries workflow with the online electronic systems.
  ***Status**: Queue system functioning well. Further improvements will be brought once POLAR and BEAR systems are both online.*

- Implement POLAR and BEAR online registration. Continue promoting and marketing software to other jurisdictions.
  ***Status**: Progressing as planned for POLAR. BEAR, run in partnership with the GNWT will likely be completed in the next fiscal year.*

- Proceed with *Business Corporations Act* and *Societies Act* amendments.
  ***Status**: Actively compiling desired amendments. Legislative Proposal will be brought forward in the future.*

- Proceed with priority legislation resulting from G20 commitments as required, including possible *Securities Act* and *Personal Property Security Act* amendments.
  ***Status**: Changes not yet finalized at the Canadian Securities Administrators level. Changes are likely to be addressed by all jurisdictions in the future.*

Priorities (2013-14)

- Continue to implement an integrated workflow system that, after successful trials, will integrate all Legal Registries workflow with online electronic systems.

- Improve POLAR and BEAR based on client feedback and suggestions.

- Complete work on the Advisory Committee; work will be completed and Nunavut's position within the Canadian Securities framework will be negotiated.

Priorities (2014-15)

- Complete scanning and electronic archiving of all corporate records.

- Review POLAR and BEAR first year and continue to improve system, based on client feedback.

Priorities (2015-16)

- Complete Article 14 CGS surveyed lands transfer into Land Titles records.

- Review POLAR and BEAR and continue to improve the system, based on client feedback.

- Compile and finalize the listing of unsurveyed Article 14 lands.

Corrections

Corrections administers programs that include Adult and Young Offender Institutions, Camps and Alternative Homes and the Community Corrections Program. The Division also administers the Inuit cultural skills programs that assist offenders in developing traditional skills. The Division oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole or early release.

Objectives

- To seek the advice and assistance of the communities in how best to provide correctional services.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To offer care, custody and healing to offenders in the communities and facilities.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Corrections Directorate		7,158	**7,214**	7,214	7,214

The Directorate oversees the operation of corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides liaison with other jurisdictions across Canada.

Community Corrections		3,239	**3,302**	3,302	3,302

Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Health and Social Services are now being conducted by Community Corrections officers in some communities. Community Corrections officers provide supervision, support and programming to adult and youth offenders serving sentences, on probation, or under conditional sentences. Social Services still provide some services in communities where there are no Community Corrections officers.

Adult Healing Facilities–Kugluktuk		1,866	**1,934**	1,934	1,934

Carrying out the mandate of the Court, the Healing Facilities provide care, custody and control to offenders sentenced to terms of incarceration. Elders are providing counseling and healing programs in the facilities enabling offenders to heal in an environment that is supported by their families and home communities.

Adult Institutions and Correctional Camps	9,662	**10,057**	10,057	10,057

Carrying out the direction of the Court, the institutions and camps provide care, custody and control of offenders sentenced to terms of incarceration or awaiting trial. The adult institutions provide programs and counselling to offenders to meet the Corrections mission statement. The Corrections Camps provide traditional healing and Inuit living skills on the land in all seasons.

Young Offenders Custody / Open and Secure	2,348	**2,449**	**2,449**	2,449

To provide open and secure placement for youth offenders as ordered by the Court pursuant to the *Youth Criminal Justice Act*. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and Inuit living skills on the land in all seasons.

Women's Correctional Healing Facility	1,000	**1,051**	1,051	1,051

Carrying out the direction of the Court, the Women's Correctional Healing Facility provides care, custody and control to low-risk female offenders sentenced to terms of incarceration. The adult institution provides programs and counseling to offenders to meet the Corrections mission statement.

Rankin Inlet Healing Facility	5,884	**6,138**	6,138	6,138

Carrying out the direction of the Court this adult institution in the Kivalliq provides programs and counseling to offenders to meet the Corrections mission statement.

Total, Corrections	**31,157**	**32,145**	**32,145**	**32,145**

Priorities (2012-13)

- Continue assuming full responsibility for Community Supervision, in placing Community Corrections Officers (CCO) in all communities thus ending the reliance on Health in Social Services to provide these services in certain communities.
  Status: *This is still ongoing. The biggest challenge is in securing office space and housing in several targeted communities. Community Corrections and Community and Government Services are working closely to address these issues.*

- Continue hiring, mentoring and training of staff for the new correctional centre in Rankin Inlet and proceed with the operation of the facility.
  Status: *Ongoing. The majority of the staff complement has been hired. The Justice Institute of British Columbia (JIBC) has been retained and is currently delivering leadership, mentoring and supervisory skills training to our managers. The JIBC is also providing Basic Correctional Caseworker training for our front line staff. All training should be completed by early 2013.*

- Develop and implement a temporary solution to overcrowding at the Baffin Correction Center.
  ***Status**: A Request for Proposal (RFP) for the design of an emergency overcrowding facility has been awarded to Stantec in Iqaluit. Design of this facility is currently in process.*

- Develop a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.
  ***Status**: McCready Consulting Ltd. has been commissioned to assist the Corrections Division with a needs assessment for the next 25 years. This initiative is ongoing.*

- Implement a pilot project for the development of an integrated case management system.
  ***Status**: A risk assessment tool has been adopted and shared between Corrections and Community Corrections allowing an integrated approach to client case management. It is still at the pilot stage.*

- Develop a Corrections Training Program with Nunavut Arctic College.
  ***Status**: This option is still being considered but Corrections currently utilizes various professional services to train staff in mandatory requirements. The training of all Corrections Staff in various disciples is an ongoing priority. Various avenues will be explored to deliver appropriate training.*

Priorities (2013-14)

- Evaluate the effectiveness of Community Supervision Services in all communities.

- Evaluate programs and operation of the correctional Rankin Inlet Healing Facility following the first year.

- Continue implementing a temporary solution to overcrowding at the Baffin Corrections Center.

- Continue developing a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.

- Review the pilot project utilized in the development of an integrated case management system.

- Implement the Corrections Training Program developed with Nunavut Arctic College.

Priorities (2014-15)

- Work to develop a permanent solution to overcrowding at the Baffin Corrections Center.

Priorities (2015-16)

- Work to develop a permanent solution to overcrowding at the Baffin Corrections Center.

Community Justice

Community Justice utilizes Inuit societal values as outlined by the guiding principles of *Tamapta*, in providing assistance to all communities with establishing Crime Prevention initiatives, as well as offering culturally relevant alternatives to the formal judicial system where doing so is consistent with the preservation of public safety.

Community Justice seeks to contribute to the capacity of each community to care for its members who are victims of crime, to support offenders' efforts in making relevant restitution for the harm they have caused, to learn to meet their needs through pro-social behaviours and to become contributing members of their communities.

Objectives

- To provide alternatives to the Court and to offenders and their victims through pre and post-charge diversions.
- To seek the advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To help create a positive healthy relationship between the offender and the community.
- To support development of victims services at a community level.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Community Justice Directorate	1,238	**1,519**	1,519	1,519

The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also provides the liaison with other jurisdictions across Canada.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Community Justice Program	3,386	**3,298**	3,298	3,298

Provides alternative justice to communities and offenders and provides crime prevention initiatives to the communities, works in conjunction with community groups, provides funding for crime prevention programs and works with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored. The Justice Committee can contribute to create a fair, just, and supportive community in a manner that is consistent with its traditional values, and provides an alternative to prosecution in Court.

The Community Justice Division also coordinates victims' services, including the development of policies and guidelines for the Victims Assistance Committee, and assisting community groups in their applications for funding.

The Community Justice Division also coordinates the family mediation program, which provides families an alternative to the Court process in terms of child custody, access and child support.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Total, Community Justice	**4,624**	**4,817**	**4,817**	**4,817**

Priorities (2012-13)

- The Department will develop policy and procedures for implementing *Family Abuse Intervention Act* (FAIA) practices including the enforcement of the Orders available under the Act.
  Status*: In progress. The division is currently working to develop a Family Abuse Intervention Act Policy as well as updating current procedures. Completion is expected in the Spring/Summer/Fall/Winter of 2013. Currently the division is working with the Policy & Planning Division to update policies and procedures.*

- The Department of Justice will review the scope of work currently being conducted by Community Justice Committees.
  Status*: In progress. Community Justice Committee activity reporting and reporting requirements are under review. Revisions are being made to better reflect the work that is being done at the community level.*

- The Department will develop a comprehensive and long-term plan for promoting and informing Nunavummiut of the remedies available under the *Family Abuse Intervention Act.*
  Status*: Pamphlets have been developed and distributed to all Community Justice Outreach Workers. Other planning other promotional materials are under development.*

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal Criminal Justice system.
  Status*: Along-term training strategy for Community Justice Committees has been developed and will begin implementation in early 2013.*

- Continue delivering Parenting After Separation programs and family mediation public awareness information sessions in all regions.
  Status*: Community visits and information sessions are underway. The Parenting After Separation program is incorporated into these information sessions in the communities.*

- Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.
  Status*: Currently in the developmental stage, work will continue in the next fiscal year.*

Priorities (2013-14)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.

- Continue delivering Parenting After Separation programs and family mediation public awareness information sessions in all regions.

- Deliver crime prevention programs and public awareness sessions in all regions of Nunavut.

Priorities (2014-15)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.
- Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.
- Begin to explore playing a bigger role in community corrections and the possibility of taking over responsibility from Corrections Division.

Priorities (2015-16)

- The Division will continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and participation in community based crime prevention initiatives.
- The Division will continue to support Victims of Crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- The Division will continue to Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.
- The Division will advance the delivery of an effective Family Mediation Program for the people of Nunavut.
- The Division will continue to explore the possibility of transferring the responsibility of Community Corrections from the Corrections Division to Community Justice.

Human Rights Tribunal (Contribution from Directorate Branch)

The Human Rights Tribunal's mandate is to ensure that individuals in Nunavut have equality of opportunity in such areas as employment or hiring-related processes and plans; renting commercial or residential premises; requesting or receiving goods, services, benefits, facilities or contracts which are publicly offered; and notices, signs or other material intended for the public with respect to any of the above.

Objective

- Provide a forum to consider alleged violations of human rights in Nunavut.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Human Rights Tribunal		795	**812**	812	812
Total, Human Rights Tribunal		**795**	**812**	**812**	**812**

The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved.

Priorities (2012-13)

- Complete a review of systems and procedures to ensure that the people of Nunavut are utilizing the services of the Tribunal. Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
  Status*: A Report titled the Strengthening the Nunavut Human Rights System was tabled by the Minister of Justice in the Fall 2012 sitting.Two new members were appointed in August 2012 and a third member was appointed in December.*

- Complete year 3 of the Executive Internship.
  Status*: An additional year was added to the internship which should now be complete in 2013.*

- Facilitate a smooth transition in leadership of the Tribunal staff.
  Status*: Transition deferred to April 2013.*

- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
  Status*: Public Hearings and the issuance of decisions have proven to be the most effective means of communicating our presence. Inquiries and notifications received have more than doubled as a direct result of the hearings.*

- Review and address results of review of operations.
  Status*: Recommendations of the review are being studied at this time.*

Priorities (2013-14)

- Facilitate a smooth transition in leadership of the Tribunal staff.

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.

Priorities (2014-15)

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.

Priorities (2015-16)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Complete a semi-annual public awareness campaign.
- Continue to decrease decision turn-around times.
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.

Legal Services Board (Contribution from Directorate Branch)

The Legal Services Board (LSB) is established under the *Legal Services Act* and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The board is also responsible for overseeing the operation of the following regional clinics: the Maliiganik Tukisiiniakvik Law Centre and the High Arctic Office in the Baffin Region, the Keewatin Legal Services Centre Society in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal education and information in their respective regions.

The Access to Justice Agreement, which governs federal and territorial funding, requires the board to provide legal aid services, public legal education and information, and Inuit court worker programs and services.

Objectives

- To provide quality and timely legal services to all eligible persons.
- To develop high quality systems for the provision of legal services.
- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes and the administration of justice.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Legal Services Board		8,307	**10,064**	10,064	10,064

The Nunavut Legal Services Board provides criminal and family legal aid services through a mixed judicare/clinic/staff lawyer system to the people of Nunavut.

Total, Legal Support Services	**8,307**	**10,064**	**10,064**	**10,064**

Priorities (2012-13)

- Conduct a comprehensive structural/operational review of LSB, including its Board, operations, and financial protocols.
  ***Status**: Stakeholder interviews have been completed and a draft report is being prepared. LSB anticipates receiving the draft report in early 2013.*

- Develop a complete list of policies and a Board policy manual to provide clear direction for the clinic operations.
  ***Status**: LSB amended some of the policies developed last year and is working to develop two new policies this year. The new policies in development are the Criminal Financial Eligibility Policy and the Civil Financial Eligibility Policy. Work on the Board policy manual is expected to carry over into the next fiscal year.*

- Continue to work with the Kitikmeot Law Centre to obtain additional office space in Cambridge Bay.
  ***Status**: the Kitikmeot Law Centre relocated to new commercial space in Cambridge Bay in June 2012.*

- Investigate independent society status for LSB.
  ***Status**: The Structural/Organizational Review is expected to make recommendations that will be key to this assessment. Until that review is completed and has been assessed no further action on this item will be taken.*

- Develop a 5-year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.
  ***Status**: The Structural/Organizational Review will also provide critical information for the strategic exercise. LSB expects this item will be carried over into the next fiscal year in order to incorporate recommendations from the Review.*

- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.
  ***Status**: One aspect of the Structural/Organizational Review includes an assessment of LSB's governance model. Again, this item is expected to carry over into the next fiscal year to allow LSB to include recommendations from the Review.*

Priorities (2013-14)

- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.
- Investigate independent society status for LSB.
- Develop a 5-year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.
- Employ a committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Priorities (2014-15)

- Employ a committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Priorities (2015-16)

- Continue to work towards improving organizational efficiencies by implementing Board approved recommendations arising from the Structural/Organizational Review.
- Develop a plan to implement any changes arising from the review of the Court worker Program.

Appendix: Financial Summary

Branch	**2012 – 2013 Main Estimates**		**2013 – 2014 Main Estimates**		**2014 – 2015 Planned**		**2015 – 2016 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Compensation & Benefits	3,744	40.0	**3,964**	42.0	3,964	42.0	3,964	42.0
Grants & Contributions	9,102		**10,876**		10,876		10,876	
Other O&M	500		**500**		500		500	
Subtotal	13,346		**15,340**		15,340		15,340	
LAW ENFORCEMENT								
Compensation & Benefits	–	–	–	–	–	–	–	–
Grants & Contributions	–		–		–		–	
Other O&M	29,606		**34,185**		34,185		34,185	
Subtotal	29,606		**34,185**		34,185		34,185	
LAWYER SUPPORT SERVICES								
Compensation & Benefits	2,728	24.0	**3,050**	26.0	3,050	26.0	3,050	26.0
Grants & Contributions	–		–		–		–	
Other O&M	452		**391**		391		391	
Subtotal	3,180		**3,441**		3,441		3,441	
REGISTRIES AND COURT SERVICES								
Compensation & Benefits	6,181	61.0	**6,520**	62.0	6,520	62.0	6,520	62.0
Grants & Contributions	–		–		–		–	
Other O&M	3,991		**3,991**		3,991		3,991	
Subtotal	10,172		**10,511**		10,511		10,511	
CORRECTIONS								
Compensation & Benefits	20,726	191.0	**21,714**	191.0	21,714	191.0	21,714	191.0
Grants & Contributions	–		–		–		–	
Other O&M	10,431		**10,431**		10,431		10,431	
Subtotal	31,157		**32,145**		32,145		32,145	
COMMUNITY JUSTICE								
Compensation & Benefits	1,736	14.0	**1,929**	15.0	1,929	15.0	1,929	15.0
Grants & Contributions	2,303		**2,303**		2,303		2,303	
Other O&M	585		**585**		585		585	
Subtotal	4,624		**4,817**		4,817		4,817	
Total	**92,085**	**330.0**	**100,439**	**336.0**	**100,439**	**336.0**	**100,439**	**336.0**

Department of Culture and Heritage

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate 57
Official Languages 59
Heritage 62
Elders and Youth 65
Inuit Qaujimajatuqangit 67

APPENDICES

I. Financial Summary 69

This page is purposely blank.

CORE BUSINESS

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Directorate	5,581	**5,505**	5,505	5,505
Official Languages	4,823	**10,905**	10,905	10,905
Heritage	4,773	**5,897**	5,917	5,938
Elders and Youth	2,168	**2,322**	2,322	2,322
Inuit Qaujimajatuqangit	1,147	**1,157**	1,157	1,157
TOTAL	**18,492**	**25,786**	**25,806**	**25,827**

Directorate

The Directorate provides overall leadership and management support to the department under the direction of the Deputy Minister who, as the administrative head of the department, makes recommendations to the Minister on goals, objectives and standards for all programs and services.

Objectives

- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of programs and services.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Deputy Minister's Office	809	**687**	687	687

The Deputy Minister's office is responsible for overseeing the operations and services of Corporate Services and Policy and Planning divisions. In addition, the Deputy Minister is responsible for ensuring department-wide objectives, policies and budgets, and to monitor that priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Assistant Deputy Minister's Office	285	**292**	292	292

The Assistant Deputy Minister's office provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of Official Languages, Elders and Youth, Inuit Qaujimajatuqangit, and Heritage.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Policy and Planning	929	**964**	964	964

Policy and Planning coordinates strategic planning and the business planning process and provides leadership in policy development and communications. Policy and Planning also leads in the development of Ministerial briefing materials, coordinates departmental responses to ATIPP requests, assists in legislative initiatives, and oversees departmental records management.

Corporate Services	1,382	**1,386**	1,386	1,386

Corporate Services coordinates budget development and control, processes financial documents, administers grants and contributions, and ensures all financial regulatory acts and Generally Accepted Accounting Principles are complied with. Corporate Services also ensures the department is in compliance with annual public accounts requirements and provides administrative support services such as human resources.

Contribution - Taiguusiliuqtiit	2,176	**2,176**	2,176	2,176

The *Inuit Language Protection Act* establishes Inuit Uqausinginnik Taiguusiliuqtiit as a public agency. The directorate provides contribution funding to cover the agency operating expenses.

Total, Directorate	**5,581**	**5,505**	**5,505**	**5,505**

Priorities (2012-13)

- Provide coordination and support to GN departments and agencies to ensure effective implementation of the *Inuit Language Protection Act* and *Official Languages Act*.
  Status: *Provided advice to other GN departments and agencies on their implementation obligations. A final comprehensive implementation plan will be tabled in the Assembly.*

- Develop and proceed with a comprehensive negotiation strategy for Nunavut-Canada Language Agreement.
  Status: *The Language Agreement was signed as a 1 yr. agreement. A comprehensive negotiation strategy will be developed to guide negotiation of multi-year agreements.*

Priorities (2013-14)

- Integrate the Inuit Qaujimajatuqangit division into the Policy and Planning division.

- Update internal processes for the administration of grants and contributions.

- Continue to enhance staff skill sets through training and development opportunities.

Priorities (2014-15)

- Improve departmental budget forecasting. A thorough review and evaluation of prior year estimates and actual expenses will be conducted to improve budgeting.

- Continue to enhance staff skill sets through training and development.

- Review the effectiveness of departmental Inuit employment planning and revise as necessary.

Priorities (2015-16)

- Achieve milestone of 85% beneficiary employment.
- To formalize IQ/ISV Umbrella Policy for the Government of Nunavut.

Official Languages

Official Languages is responsible for supporting all Government of Nunavut departments and agencies in the delivery of services to the public in Nunavut's official languages, and provides support to help implement the Inuit language as the working language of the government. Official Languages also provides translation services to the government through its Translation Bureau based in Kugluktuk and Igloolik, and administers language services under the provisions of the *Canada-Nunavut General Agreement for French and Inuit Languages*. In addition, Official Languages is leading efforts to promote the use of Nunavut's official languages through a number of efforts, such as community-based grants and contributions for Inuit and French language promotion, protection and preservation, and other initiatives.

Administration of Official Languages Agreement

Official Languages is responsible for supporting all Government of Nunavut departments and agencies in the delivery of services to the public in Nunavut's official languages, and provides support to help implement the Inuit language as the working language of the government. Official Languages also provides translation services to the government through its Translation Bureau based in Kugluktuk and Igloolik, and administers language services under the provisions of the *Canada-Nunavut General Agreement for French and Inuit Languages*. In addition, Official Languages is leading efforts to promote the use of Nunavut's official languages through a number of efforts, such as community-based grants and contributions for Inuit and French language promotion, protection and preservation, and other initiatives.

Objectives

- Promote and advocate the equal status of Nunavut's three Official Languages
- Co-ordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies

- Support the revitalization and promotion of the Inuit Language, particularly among youth and communities with concerns of language loss.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Language Bureau		3,361	**4,016**	4,016	4,016
The Language Bureau provides translation services in the Inuit, French, and English languages for the Government of Nunavut and approved Agencies.					
Language Research and Development		722	**804**	804	804
This program supports the use, development, revitalization and linguistic vitality of the Inuit Language. This includes increased production, distribution and public access to linguistic and cultural expressions using a variety of media, tools and resources in the Inuit Language. The program also promotes greater public awareness and appreciation of the history, use, status, importance and diversity of the Inuit Language in Nunavut. Promotional activities include advocacy for the national, international and private sector support for the Inuit Language, and initiating dialogue and collaboration with organizations in Nunavut and abroad to strengthen the use of the Inuit Language.					
Language Acts Implementation		340	**585**	585	585
This program plays a key role in the development of a comprehensive plan to implement the *Inuit Language Protection Act*, and improve compliance with the *Official Languages Act*. Core program activities include ongoing consultations with territorial institutions, municipalities, Inuit, French and English language communities, and other stakeholders impacted by the legislation. The program also plays a lead role in the development of language regulations and policies, and in the monitoring, evaluation and reporting on implementation activities.					
Language Implementation Fund		0	**3,025**	4,185	4,185
The Language Implementation Fund was established by the Government of Nunavut to assist departments and public agencies in building capacity to meet their Inuit Language obligations under the language legislation. The funds are centrally administered by the Department of Culture and Heritage to ensure effective_management and accountability, and facilitate annual reporting by the Minister of Languages.					
Grants and Contributions		400	**2,475**	1,315	1,315
Official Languages provides grants and contributions that support community-based initiatives that encourage the development, preservation, use and promotion of the Inuit Language. It further provides contributions to departments and public agencies with the intent to assist municipalities and private sector organizations in meeting their obligations under the *Inuit Language Protection Act*.					
Total, Official Languages		**4,823**	**10,905**	**10,905**	**10,905**

Priorities (2012-13)

- Coordinate language promotion and revitalization programs in Nunavut that best support the learning, proficiency and vitality of the Inuit Language.
  ***Status**: Official Languages awarded $1,5 million dollars in grants and contributions to support community-based initiatives for the revitalization, preservation and promotion of the Inuit Language in Nunavut.*

- Expand Translation Bureau's capacity to provide quality translation, interpreting and editing services in the Inuit Language.
  ***Status**: Six new translator/editor positions were created and have been successfully filled.*

- Coordinate GN programs and services to enhance the effective and efficient delivery of French services in Nunavut.
  ***Status**: A Strategic Work Plan has been developed to coordinate the delivery of French language programs and services by departments and public agencies over the next three years.*

- Assist the Department of Human Resources in the development of training modules on the use of standardized terminology in the Inuit Language.
  ***Status**: The Inuit Uqausinginnik Taiguusiliuqtiit is mandated to oversee the development and promotion of new standardized terminology in the Inuit Language. The department has implemented and trained employees on a translation memory system that will improve the use of standardized terminology in government translations.*

Priorities (2013-14)

- Establish policy directives to guide departments and public agencies on communicating and serving the public in the Inuit, English and French languages.

- Coordinate translation and editing services in the Inuit, English and French languages, support professional development of staff, in addition to reviewing the Translation Policy and guidelines.

- Promote public awareness and appreciation of the status, importance and diversity of the Inuit Language in Nunavut, including greater public understanding of the legislation.

- Coordinate French language programs and services delivered by departments and public agencies, and provide contributions for the Francophone community.

- Oversee the administration of the Language Implementation Fund to assist departments and public agencies in meeting their obligations toward Inuktut.

- Increase contributions for the production of publications and other media that promote the revitalization, learning, and use of the Inuit Language in the community and among youth.

Priorities (2014-15)

- Prepare a progress report on the implementation of the *Inuit Language Protection Act* and preparatory work for the new *Official Languages Act*. The report will include recommendations to improve co-ordination, implementation and management.
- Provide any assistance that may be requested by the Legislative Assembly during the five-year review of the Nunavut's language legislation.
- Promote public access to and information about available Inuit Language resources and tools through a web portal.
- Evaluate options to improve the coordination and management of French language obligations, programs and services within the Department of Culture and Heritage.
- Develop tools to assist communities on Inuit Language promotion and revitalization activities.

Priorities (2015-16)

- Evaluate and prepare a progress report on the performance of departments and public agencies in implementing the *Inuit Language Protection Act* and preparing for the new *Official Languages Act*. The report with include recommendations to improve co-ordination, implementation and management.
- Work with partners to evaluate the feasibility of a central approach for the delivery of government French language programs and services to the Francophone community.
- Review policies and programs to support initiatives aimed at revitalizing and promoting the Inuit Language among youth.

Heritage

Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut through the development and delivery of archaeology, toponymy, museums, archives policies, programs and services. Heritage also oversees library services, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut's artistic community.

Objectives

- Promote community libraries as key centres of information and learning for Nunavummiut, including the Inuit language use and retention.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Heritage Administration	948	**1,898**	1,918	1,939

Heritage administration provides overall direction and planning for the management and delivery of culture and heritage initiatives in Nunavut. Key program responsibilities include the development of policies and programs designed to preserve and promote Nunavut's unique cultural heritage at the local, national, and international level.

Grants and Contributions	2,008	**2,008**	2,008	2,008

Heritage provides grant and contribution funding that supports the Arts, Heritage, Community Radio Stations, Heritage Facilities, Toponymy, Community Libraries, Cultural Communications, Archaeology and Palaeontology Research Support and Heritage Centre Core Funding.

Archaeology Program	281	**368**	368	368

The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional relationships are maintained with the archaeology and palaeontology research communities, government, commercial entities, Nunavut communities, and NLCA Designated Inuit Organizations such as the Inuit Heritage Trust.

Archives Program	197	**202**	202	202

The Archives program collects and preserves Nunavut's documentary heritage. Program assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the *Archives Act* which mandates the acquisition of historic records from the private sector sources as well as selected records created by the Government of Nunavut and the Government of the Northwest Territories.

Toponymy Program	130	**176**	176	176

The Toponymy program works with communities, heritage centres, learning institutions and individuals to formalize and to preserve information about traditional and current names for geographic features. The program conducts research on geographic names, consults with Elders and with communities on place name issues. Names are preserved through the official approval process and stored in the Nunavut Geographical Names Database and the Geographic Names Board of Canada database.

NPLS Administration	1,209	**1,245**	1,245	1,245

Nunavut Public Library Services (NPLS) provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy of Nunavummiut, and their access to Inuit Language materials for information and entertainment. To fulfill this role, NPLS provides operational funding to 10 community libraries, and purchases library materials relevant to the north and Nunavut, makes a special effort to obtain and distribute Inuit language materials to foster literacy in the Inuit languages. The service also works with departments in the Government of Nunavut and community organizations to deliver and enhance community public libraries.

Total, Heritage	**4,773**	**5,897**	**5,917**	**5,938**

Priorities (2012-13)

- Distribute Inuit language resource materials and deliver the "Expectant Parents Literacy" program to community libraries.
  Status: *Library Services will delay the delivery of the "Expectant Parents Literacy" program. A more targeted program will be developed.*

- Implement an e-book/audio book service. Develop a pilot program to automate the service outside of Iqaluit.
  Status: *The automation of library services outside of Iqaluit will require a new library management system. The new system is currently being developed.*

- Assess archives data management requirements and submit a Request for Proposal to purchase an electronic data management system for archives.
  Status: *The draft RFP for electronic data management of archival information has been developed and will be issued once finalized.*

- In collaboration with the Canadian Museum of Civilizations (CMC), initiate the design phase of the Nunavut Archaeological Sites Database transfer and transition plan.
  Status: *The department continues to work closely with the CMC on the design phase of the database transfer and transition plan.*

Priorities (2013-14)

- Initiate the Nunavut Archaeological Sites Database transfer and transition plan.

- In collaboration with the Department of Education, develop and design a *Toponymy in the Classroom* project.

- Develop a *Nunavummiut Genealogy Research Guide* for distribution in all communities.

- Initiate search for additional archival storage space to accommodate the increasing volume of incoming government records.
- Establish new processing space for archives.
- Establish a Nunavut Place Name Gazette.
- Conduct a review of NPLS operations.
- Test pilot program to automate libraries outside of Iqaluit.

Priorities (2014-15)

- Complete the transfer of records and administrative responsibilities of the Nunavut Archaeological Sites Database to the department.
- Implement recommendations from the NPLS operational review.
- Distribute *Toponymy in the Classroom* project materials to all Nunavut high schools.
- Launch automation of libraries outside of Iqaluit.

Priorities (2015-16)

- Distribute *Toponymy in the Classroom* project materials to all Nunavut high schools.
- Develop internet access to selected archives.
- Evaluate implementation of recommendations of NPLS operational review.
- Evaluate automation of libraries outside of Iqaluit.

Elders and Youth

Elders and Youth Division is responsible for programs that support elders and youth throughout Nunavut. Program activities include the delivery of training workshops and the provision of grants and contributions that support community-based elder and youth programs, and elder and youth committees. In addition, this program provides direct support for the recording of Inuit oral history.

Objectives

- Provide non-profit, community-based organizations and individuals with assistance in program design and implementation.

- Provide Elders and youth the opportunity to contribute to cultural and language initiatives in Nunavut.

- Address the needs and concerns of Elders and youth throughout the territory through the implementation of the Strategic Action Plan for youth and the development of a Strategic Action Plan for Elders.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Elders and Youth Administration	474	**608**	608	608
Elders and Youth Administration provides overall direction and planning for the various Elders and youth programs and services that are delivered by the Department.				
Elders Support Program	509	**518**	518	518
The Elders Support Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.				
Youth Support Program	385	**396**	396	396
The Youth Support Program supports community-based youth initiatives throughout Nunavut.				
Grants and Contributions	800	**800**	800	800
The grants and contributions program provides funding for community-based initiatives that support elders and youth across the territory, elders and youth committees, and minor renovations to elders and youth facilities.				
Total, Elders and Youth	**2,168**	**2,322**	**2,322**	**2,322**

Priorities (2012-13)

- Establish standards for dubbing, transcription, and conversion of the oral history collection into different media formats.
  Status: *Oral Traditions Manual has been developed and are being reviewed by the Elder Committees and the people who conduct interviews for the Elders and Youth Division.*

- Organize and hold training workshops for youth on various topics including the handbook on collecting oral history, kinship and family relations.
  Status: *The oral traditions manual as well as kinship and family relations information are in process of being completed.*

- Hold regional workshops with Elder committee representatives.

Status: *Regional workshops were held in Chesterfield Inlet and Hall Beach. A report will be developed for distribution.*

- Complete the dubbing and transcriptions of the 2006-2009 oral history collection and share with the communities, in particular with those where they were collected.
  Status: *The transcripts are being proof-read. Once complete, the transcripts will be shared with the communities where they were collected.*

Priorities (2013-14)

- Distribute compiled information on family relations to the communities.
- Documentation and preservation of various clothing patterns (either modern or traditional).

Priorities (2014-15)

- Hold a regional workshop with youth committee representatives.
- Plan and develop On-the-Land programs in relation to the clothing pattern program from the previous year.

Priorities (2015-16)

- Elder lectures will be delivered in the three regions.
- Fishing net-making program will be developed for youth.
- Elder photos will be taken with biographies as part of the kinship program.

Inuit Qaujimajatuqangit

The Inuit Qaujimajatuqangit Division coordinates the development of Inuit Qaujimajatuqangit and Inuit Societal Values initiatives across the government, provides administrative support to Inuit Qaujimajatuqangit Katimajiit, and chairs the interdepartmental Tuttarviit Committee. This division also administers contribution agreements for community based Inuit Societal Values initiatives.

Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations.
- Expand knowledge and expertise with respect to Inuit traditional ways.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Inuit Qaujimajatuqangit		847	**757**	757	757

The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajiit and chairs the interdepartmental Tuttarviit committee.

Grants and Contribution		300	**400**	400	400

Under the Inuit Qaujimajatuqangit Branch, the Department provides contributions that support Inuit Societal Values.

Total, Inuit Qaujimajatuqangit		**1,147**	**1,157**	**1,157**	**1,157**

Priorities (2012-13)

- Tuttarviit and Inuit Qaujimajatuqangit Katimajiit (IQK) will host a retreat on Inuit Qaujimajatuqangit (IQ) and Inuit societal values with senior officials.
  Status: *Planning is underway for the retreat.*

Priorities (2013-14)

- Develop a framework for the collection and consolidation of IQ knowledge from Elders and existing sources.
- Interview IQK members on certain IQ topics based on their experience and expertise.
- Develop a Nunavut-wide collection of knowledge on Inuit societal values.

Priorities (2014-15)

- Strengthen planning for IQ promotion and utilization within departments, agencies, and GN wide.
- Increase the capacity of employees to manage, plan, supervise and work effectively in a cross-cultural professional environment.
- Develop a standard cross-cultural and IQ training program for GN staff.

Priorities (2015-16)

- Develop a monitoring and reporting mechanism on the impact of IQ in the GN.

Appendix: FINANCIAL SUMMARY

Branch	2012 – 2013 Main Estimates		2013 – 2014 Main Estimates		2014 – 2015 Planned		2015 – 2016 Planned	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
DIRECTORATE								
Compensation and Benefits	**2,860**	**29.0**	2,784	29.0	2,784	29.0	2,784	29.0
Grants and Contributions	**2,176**		2,176		2,176		2,176	
Other O&M	**545**		545		545		545	
Subtotal	**5,581**		**5,505**		**5,505**		**5,505**	
OFFICIAL LANGUAGES								
Compensation and Benefits	**3,200**	**30.0**	5,953	38.0	7,003	38.0	7,003	38.0
Grants and Contributions	**400**		2,475		1,315		1,315	
Other O&M	**1,223**		2,477		2,587		2,587	
Subtotal	**4,823**		**10,905**		**10,905**		**10,905**	
HERITAGE								
Compensation and Benefits	**2,026**	**15.8**	2,082	14.8	2,082	14.8	2,082	14.8
Grants and Contributions	**2,008**		2,008		2,008		2,008	
Other O&M	**739**		1,807		1,827		1,848	
Subtotal	**4,773**		**5,897**		**5,917**		**5,938**	
ELDERS AND YOUTH								
Compensation and Benefits	**1,039**	**7.0**	1,193	8.0	1,193	8.0	1,193	8.0
Grants and Contributions	**800**		800		800		800	
Other O&M	**329**		329		329		329	
Subtotal	**2,168**		**2,322**		**2,322**		**2,322**	
INUIT QAUJIMAJATUQANGIT								
Compensation and Benefits	**475**	**2.0**	435	2.0	435	2.0	435	2.0
Grants and Contributions	**300**		400		400		400	
Other O&M	**372**		322		322		322	
Subtotal	**1,147**		**1,157**		**1,157**		**1,157**	
TOTAL	**18,492**	**83.8**	**25,786**	**91.8**	**25,806**	**91.8**	**25,827**	**91.8**

This page is purposely blank.

Department of
Education

Business
Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services 71
K-12 School Operations 73
Curriculum and School Services 76
Early Childhood Services 80
Adult Learning Services 82

APPENDICES

I. Financial Summary 87

This page is purposely blank.

INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the following: early childhood education, the K-12 school system; policy development for Financial Assistance for Nunavut Students; administration and governance of apprenticeships, trades and occupations; and literacy.

A wide range of programs and services are provided to Nunavummiut which encourage and support self-reliance, leading individuals towards productive decisions for themselves and their communities. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities (DEAs) including the Commission scolaire francophone du Nunavut (CSFN), the Coalition of Nunavut DEAs, other Government of Nunavut departments, the federal government, businesses and Inuit organizations, and public and non-profit boards and agencies.

Life-long learning is also supported and encouraged through curriculum and resource development; early childhood programming; administration and governance of aspects of post secondary education, and by incorporation of Inuit societal values, language and culture into all programs and services.

CORE BUSINESS

The Department of Education is one of the largest departments within the Government of Nunavut. The following descriptions are overviews of departmental activity.

The Department of Education focuses on the following five lines of business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-2016**
Advisory and Administrative Services	3,612	**5,172**	5,172	5,068
K-12 School Operations	154,271	**155,747**	155,747	155,851
Curriculum and School Services	16,658	**17,043**	17,043	17,043
Early Childhood Services	3,938	**3,595**	3,595	3,595
Adult Learning Services	1,229	**2,032**	2,107	1,994
TOTAL	**179,708**	**183,589**	**183,664**	**183,551**

Advisory and Administrative Services

Advisory and Administrative Services includes the Directorate, Policy and Planning and Corporate Services divisions. The Deputy Minister and one Assistant Deputy Minister provide advice to the Minister of Education and Cabinet on matters relating to the department. They also ensure implementation of ministerial direction and government policy.

Objectives

- To provide management and support across the department.
- To provide strategic direction for the department and lead departmental planning and evaluation efforts and initiatives.
- To provide transparency and accountability through financial and administrative management.
- To ensure ongoing implementation and integration of *Inuit Societal Values* into the operations of the department.

<table>
<tr><th>Programs</th><th>Budget ($000)</th><th>2012-13</th><th>2013-14</th><th>2014-15</th><th>2015-16</th></tr>
<tr><td>Directorate</td><td></td><td>584</td><td>855</td><td>855</td><td>855</td></tr>
<tr><td colspan="6">The Directorate provides overall management support under the direction of the Deputy Minister, who, as head of the department, recommends goals, objectives and standards for education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.</td></tr>
<tr><td>Policy and Planning</td><td></td><td>967</td><td>1,493</td><td>1,493</td><td>1,389</td></tr>
<tr><td colspan="6">The Policy and Planning division has responsibility for developing departmental policy and communications. The division is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the Directorate as required. This division also coordinates departmental communications and responds to access to information and protection of privacy requests.</td></tr>
<tr><td>Corporate Services</td><td></td><td>2,061</td><td>2,824</td><td>2,824</td><td>2,824</td></tr>
<tr><td colspan="6">The Corporate Services division administers the following four areas: finance and administration; human resources; capital planning; and information systems/ integrated computer technology. This division provides direction for financial services to all sectors of the department.</td></tr>
<tr><td>Total, Advisory and Administrative Services</td><td></td><td>3,612</td><td>5,172</td><td>5,172</td><td>5,068</td></tr>
</table>

Priorities (2012-13)

- Work with Early Childhood program staff to review the *Child Day Care Act* for possible revisions to the Act or regulations, ensuring that any revisions complement existing legislation including the *Inuit Language Protection Act*.

Status: *The department is in the preliminary stages of reviewing the Child Day Care Act and Early Childhood Education (ECE) programming. The department is currently conducting cross-jurisdictional research on a number of ECE related topics including staff certification requirements, funding options, cultural and language programming.*

- Consult on and draft new regulations for the *Education Act* including regulations on bilingual education, appeals, administration, school calendars, registration and attendance policies, and new transition regulations. Preliminary consultation and preparation is also anticipated for regulations on student records, as well as on planning and reporting.
  Status: *The department continues with a multi-year phased-in implementation process for the Education Act and its regulations. To date, the department has developed six of the required fourteen regulations, placing in force: The Inclusive Education Regulations, The Administration and Finance Regulations, The Inuuqatigiitsiarniq Policy and Discipline Regulations, The Early Childhood Education Programming Regulations, The Language of Instruction Regulations, and The Dispute Resolution Regulations.*

Priorities (2013-14)

- Continue review of *Child Day Care Act* and Early Childhood Education (ECE) programming. Commence consultations with program experts and early childhood program staff.

- If revisions are necessary, proceed through the legislative process to update the *Child Day Care Act*.

- Consult on and draft further new regulations for the *Education Act*. New regulation work will include home schooling and staff certification regulations.

Priorities (2014-15)

- Consult on and draft further new regulations for the *Education Act*. New regulation work will include private and denominational school regulations.

Priorities (2015-16)

- Streamline departmental standard operating procedures and standards of service.

K-12 School Operations

K-12 School Operations consists of programs and services for schools across Nunavut. Reporting to an Assistant Deputy Minister, the Executive Directors of Regional School Operations supervise and administer schools in Nunavut offering kindergarten through grade 12 programs. Regional School Operations/CSFN offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of teaching staff, liaison with DEAs, and overseeing the delivery of educational programs and services for K-12. The department works closely with the CSFN to administer French minority-language schooling in Nunavut.

Objectives

- To provide quality classroom instruction to all K-12 students across Nunavut within their community.
- To support DEAs and the CSFN in a manner that fosters cooperation between schools, communities and families.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post secondary studies, and to be successful in the world of work.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Kindergarten - Grade 12 Instruction	122,318	**121,955**	121,955	121,955
Provides support to schools across Nunavut for the delivery of the kindergarten through grade 12 educational program. This support covers compensation and benefits and other operations and maintenance costs related to the delivery of the K-12 program.				
Support to District Education Authorities	15,528	**14,490**	14,490	14,490
Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.				
Coalition of Nunavut DEAs	665	**665**	665	665
Provides contribution funding to the Coalition of Nunavut DEAs to work on behalf of DEAs and to support DEAs.				
School Operations – Regional	12,989	**15,288**	15,288	15,392
Three Regional School Operations offices provide services and support to DEAs, school staff and administrators. These services and supports include administrative programs, pedagogical support, training and supervision to 42 schools (K-12) across Nunavut.				
Commission scolaire francophone du Nunavut	222	**253**	253	253
Provides funding for the delivery of educational programs in French to École des Trois-Soleils and the administration of minority language rights.				

Teacher Professional Development	2,549	**3,096**	3,096	3,096

Provides contribution funding through a contractual agreement with the Nunavut Teachers' Association Joint Committee, which is comprised of the Nunavut Teachers' Association and Department of Education management staff. Teachers are able to access professional development opportunities.

Total, K-12 School Operations	**154,271**	**155,747**	**155,747**	**155,851**

Priorities (2012-13)

- Implement the new student records system in all schools, including training and monitoring.
  Status: *Training teachers to use the new system has started and it is anticipated it will be completed in the spring of 2013, based on the current training schedule.*

- Hold information sessions for parents and students about the new high school graduation requirements.
  Status: *Sessions have been held in communities to get input on the new programs. High schools have four days this year to carry out consultation and information sessions with parents.*

- Conduct targeted school visits to implement program initiatives that enhance positive school environments which will result in increased attendance, school completion, and parental and youth engagement. This will include training for staff.
  Status: *This information is being included in the manual on programming to establish and support positive school environments. The manual is being reviewed and edited.*

- Implement orientation programs for teachers new to their community, with a focus on Inuit culture and language and Nunavut curriculum.
  Status: *The orientation website component is being designed in the fall of 2012, for tentative delivery to staff in the spring of 2013.*

Priorities (2013-14)

- Monitor the effectiveness of implementation of program initiatives that enhance positive school environments which will result in increased attendance, school completion, and parental and youth engagement.

- Provide school-level support and monitor the effectiveness of implementation of the new Student Information System (SIS), formerly referred to as the student records system.

- Provide school-level support for implementation of new high school graduation requirements and ensure employers and the public understand the changes.

- Implement revised Career and Program Planning program for grades 7-12.
- Survey new teachers regarding the effectiveness of the new orientation website for teachers new to their community, complete development of the two-day orientation workshop with a focus on Inuit culture and language and Nunavut curriculum.
- Complete design of the mentoring program for new teachers.
- Complete development of the math benchmark assessments for students.
- Complete development of benchmarks for language arts assessment.

Priorities (2014-15)

- Support schools and DEAs to implement attendance and parent engagement programs.
- Implement student assessment benchmarks for language arts and math.

Priorities (2015-16)

- Review results of attendance and engagement programs.

Curriculum and School Services

Curriculum and School Services offices located in Arviat, Pond Inlet, Pangnirtung, Rankin Inlet, Kugluktuk and Iqaluit carry out research in Inuit Qaujimajatuqangit, and develop curriculum and related teaching resources and learning materials. The Curriculum and School Services division also assists with in-service training for school staff and DEAs, creates and implements student assessment tools, develops staff and program evaluation tools and coordinates student records, teacher certification and educator and leadership development programs.

Objectives

- To develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavut students.
- To ensure all teachers meet certification standards and support the ongoing professional growth required of teachers and principals in Nunavut.
- To provide a public education system that focuses on graduating bilingual youth who are equipped with the skills and knowledge to succeed in post secondary studies, and to be successful in the world of work.

Programs **Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Inuit Educational Leadership	1,434	**747**	747	747
Provides support for on-going training and development of Inuit educators to take on educational leadership positions within the school system. These costs assist teachers who attend the Educational Leadership program and the Masters program.				
Educator Training	3,074	**2,762**	2,762	2,762
Provides funding to support the development and delivery of educator training programs that are linked with the Inuit Employment Plan, Article 23 of the Nunavut Land Claims Agreement and Bilingual Education.				
Curriculum & Program Development	11,473	**12,378**	12,378	12,378
Provides overall direction, coordination and administration for K-12 curriculum and program development to meet the needs of a diverse student population. The Division also initiates production and implementation of teaching and learning material development including classroom and Nunavut-wide assessments. The Division is also responsible for school services, including teacher certification, school improvement, DEA support, and coordination of educational leadership programs.				
Executive Director's Office – Curriculum and School Services	348	**487**	487	487
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.				
French Division	329	**669**	669	669
Provides funding for French language services for the Department of Education, including: promoting the use of French language, support for French language curriculum and support for minority language rights under the Charter of Rights and Freedoms.				
Total, Curriculum and School Services	**16,658**	**17,043**	**17,043**	**17,043**

Priorities (2012-13)

- Implement the *Inuit Language Protection Act* and the *Education Act* by developing three integrated (across several subjects) bilingual teaching and learning units for grades 4-6, implementing Aulajaaqtut grades 7-9, and providing materials and resources for DEAs to use to support Inuit language and culture in early childhood programs in their communities.
  Status: *Development of the bilingual units for grades 1-3 continues. There is a delay on the 4-6 units until the 2013-14 school year. Aulajaaqtut 7-9 is being edited and the career development modules are being written. Teaching resources for Early*

Childhood Education will be distributed in an Early Childhood Education conference in March 2013.

- Implement bilingual education by implementing a bilingual literacy approach for grades K-12, and reviewing the Inuit Language and Culture program.
  Status: *Training in the new arts-based literacy approach is on-going; schools in ten communities have received training and schools in five more communities are receiving training this year. The Inuit Language Certificate program will be reviewed this year.*

- Continue implementation of the Ten Year Educator Training Strategy: finalize the 7-9 teacher training program in partnership with Nunavut Arctic College; offer courses 4, 5 and 6 of the School Community Counsellor Training Program and plan the revisions to the Student Support Assistant Training Program.
  Status *The 7-9 Teacher Education Program was finalized in the spring of 2012 and is being implemented in the spring of 2013 for interested students. The first School Community Counsellor Training Program was delivered in October 2012. The Student Support Assistant program is being reviewed.*

- *R*eview and consider changes to the Career and Program Planning for grades 7-12 to support students to take courses that support further education and employment.
  Status: *Work is taking place in the fall of 2012 to develop a new approach to career planning in grades 7-9 that involves students and their parents setting goals and reviewing them. This process will help students make course choices for grades 10-12 that meet their plans after high school.*

- Develop drop-out prevention strategies and pilot the results of the work on the Young Men's Engagement Project in several schools to keep more young males in school.
  Status: *The literature research is complete and the community consultations related to the Young Men's project are taking place in the fall and winter of 2012-13. Work will proceed on drop-out prevention after the pilot project in Baker Lake is completed.*

- Develop a mentoring program for new teachers.
  Status: *A mentoring program is being developed which will complement the orientation website.*

- Develop Student Assessment benchmarks for language arts and math.
  Status: *Planning for the math benchmarks project is underway. A group of teachers are developing tasks that every grade 3 teacher will use in classroom assessment this fiscal year.*

Priorities (2013-14)

- Implement the *Inuit Language Protection Act* and the *Education Act* by starting development of Aulajaaqtut for grades K-6, and implementing Inuktitut Language Competencies and Aulajaaqtut 7–9.

- Implement bilingual education by providing training to DEAs on the use of the early childhood materials and resources, training school staff on the language of instruction foundation document, developing Inuit language competencies for grades 7-9, and offering a revised Inuit Language and Culture Certificate Training program.

- Continue implementation of the Ten Year Educator Training Strategy by offering the new grade 7-9 Teacher Training Program and finalizing the revised Student Support Assistant Certificate Program, as well as continuing the delivery of the School Community Counsellor Training Program through courses 3, 4, and 5.

- Provide in-service training across Nunavut for teachers and DEAs on drop-out prevention strategies, parent engagement strategies and the results of the Young Men's Engagement project.

- Evaluate and make any necessary revisions to the new Student Information System (SIS), formerly referred to as student records system.

- Deliver in-service for the Multiple Options teaching resources such as course outlines to support changes to graduation requirements.

Priorities (2014-15)

- Implement the *Inuit Language Protection Act* and the *Education Act* through development of grade 4-6 curriculum units, and by starting work on new curriculum units for grades 7-9, and continuing the development of Aulajaaqtut for grades K-6.

- Implement bilingual education by reviewing implementation of language of instruction models in all schools.

- Continue implementation of the Ten Year Educator Training Strategy by offering courses 6, 7, 8 of the School Community Counsellor Training Program, developing the High School Teacher Training Program, and delivering the new Student Support Assistant Certificate Program.

- Begin on-going evaluation of the new Student Information System and review the need for special components that may be required.

- Monitor the effectiveness of changes to graduation requirements and continue development of high school course resources to support Multiple Options.

- Evaluate current programs and research and share best practices for school programs for the Inuuqatigiitsiarniq policy that enhance positive school environments and promote attendance, school completion and parental and youth engagement.

- Evaluate the orientation and mentoring program for new teachers implemented in the previous two years.

Priorities (2015-16)

- Implement the *Inuit Language Protection Act* and the *Education Act* by developing three more integrated (across several subjects) bilingual teaching and learning units for grades 4-6 and 7-9.
- Complete development of Aulajaaqtut K-6, continue development of Inuit language resources.
- Work with high schools on language of instruction implementation. Evaluate K-9 language of instruction implementation.
- Review 7-9 Nunavut Teacher Education Program implementation. Complete the School Community Counsellor Training Program delivery, implement grade 10-12 Teacher Training Program and monitor the Student Support Assistant Training.
- Continue to monitor, evaluate and update Student Information System.
- Continue to monitor the development of resources and implementation of Multiple Options to support changes in graduation requirements.
- Review evaluation results of Inuuqatigiitsiarniq policies and programs to determine if they are making a difference in student behavior and school environment.
- Implement changes to orientation and mentoring program based on evaluation.

Early Childhood Services

Early Childhood Services delivers early childhood programs through headquarters and three regional early childhood education offices.

The Early Childhood Education programs offer support for early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children up to age 12. The Department of Education promotes quality care for children by licensing, inspecting, providing support and guidance to all early childhood programs; by providing workshops and training opportunities for parents and early childhood educators; and by providing support for special needs children.

Objectives

- To support families as strong places for early childhood development and for the development of language, culture, values and beliefs.

- To promote awareness of early childhood issues within communities.
- To support community-based non-profit organizations to develop and provide quality and culturally appropriate early childhood education and care programs.
- To encourage young student parents to continue to work towards their high school diploma.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Healthy Children Initiative	908	**595**	595	595

The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. HCI provides funding through two programs. The first program is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance. An annual Nunavut-wide proposal call allows interested community groups and organizations to submit proposals to their regional HCI committee. The regional Early Childhood Officers are responsible for administering this program with help from the regional HCI committees.

Day Care Grants and Contributions	2,150	**1,970**	1,970	1,970

Community early childhood facilities are licensed by the Department of Education under the *Child Day Care Act*. Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.

Young Parents Stay Learning	140	**133**	133	133

As a stay-in-school initiative, the Young Parents Stay Learning program, through the Department of Education's regional offices, provides funding to cover the parental costs of licensed child care or approved unlicensed childcare in order to encourage all young parents to complete their high school studies and young parents under the age of 18 to attend post-secondary institutions.

Early Childhood Administration – Headquarters	305	**346**	346	346

Early Childhood administration supports early childhood program oversight and training, which is delivered through the Department of Education's regional offices.

Early Childhood Services – Regional	435	**551**	551	551

The regional offices provide advice and support to Early Childhood programs, administer the Healthy Children Initiative and oversee licensing of facilities.

Total, Early Childhood Services	**3,938**	**3,595**	**3,595**	**3,595**

Priorities (2012-13)

- Review the *Child Day Care Act* in preparation for possible revision, ensuring that any revisions complement the *Education Act*.
  Status: *Preliminary consultations and research will be conducted to assist in the review of early childhood programs and services as well as the Child Day Care Act and regulations.*

- Work to expand scope and delivery of early childhood development programs. This will include a focus on supporting District Education Authority language and culture funding initiatives and expanding outreach of early childhood education language and culture programming to parents with pre-school children at home, as well as supporting existing and new pre-school programs.
  Status: *The development of early childhood resources, for parents and children to use at home, has started and will continue for the next few years. Three units have been developed in English.*

Priorities (2013-14)

- If revisions are necessary, proceed through legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act*.

Priorities (2014-15)

- Continue public consultations on the early childhood education program.

Priorities (2015-16)

- Develop an early childhood framework to guide delivery of programs and services.

Adult Learning Services (Programs, Policy and Governance)

The Department of Education is responsible for the policy, administration and governance of several programs relating to adult learning. The department provides administrative review support, guidance and policy direction to Financial Assistance for Nunavut Students (FANS), and registry and governance support to the Nunavut Apprenticeship, Trade and Occupations Board. The department participates at the territorial and national level in post secondary initiatives concerning apprenticeship, capacity building, student support programs, quality assurance, credit transfer and other related issues. Literacy programs are also administered in this division. As the economic potential of Nunavut is closely linked to the successful delivery of adult programs, the territory will be relying on the successful implementation of the Nunavut Adult Learning Strategy, including the Mature Graduation project.

Headquartered in Iqaluit, the Adult Learning Services division provides advice and governance for adult learning in Nunavut, as well as apprenticeship certification and administration. The regional offices provide direction for the mature graduation and literacy programs, as well as FANS policy development.

Objectives

- To ensure financial need is not a barrier to post secondary education through a regular review of financial needs and benefits for students.
- To increase the number of Nunavummiut accessing post secondary programs and to increase the number of Inuit accessing post secondary programs.
- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.
- To implement the Nunavut Adult Learning Strategy, including the development and oversight of a coordinated basic education and high school equivalency program through the development of the Pathway to Adult Secondary School (PASS) graduation project.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Adult Learning Services Office	261	**548**	548	548

The budget provides for the staffing infrastructure to oversee the Adult Learning Services division. The office provides guidance and direction for Literacy, Mature Graduation and General Education Development programs, and FANS policy development. The office administers and supports governance for the Apprenticeship, Trades and Occupations program in Nunavut.

Literacy	311	**347**	347	347

Literacy funding supports community organizations to develop and deliver local projects that will help people increase their reading and writing skills and raise awareness of the importance of literacy in all official languages of Nunavut.

Apprenticeship Administration	378	**391**	391	391

This program area provides policy direction, administration, program development, national coordination, and certification on matters related to apprenticeship in Nunavut - including maintaining an indentured apprentice registry; facilitating the Nunavut

Apprenticeship, Trade and Occupations Board; and promoting initiatives with training providers and employers.

Nunavut Adult Learning Strategy Implementation – Mature Graduation	204	**623**	698	585

The Nunavut Adult Learning Strategy (NALS) recommended the creation of a Nunavut Mature High School Graduation Diploma to allow those who did not complete high school to obtain their matriculation. A similar recommendation was made by Thomas Berger, Q.C. in *The Nunavut Project* (2006). The new program will combine literacy, adult basic education, GED, and adult high school completion and upgrading programs into one structure. The high school diploma is accepted across Canada, where programs such as the GED are no longer being accepted for entry into some colleges and universities.

General Educational Development	75	**123**	123	123

Commonly known as the GED, this program provides a recognized certification to support adults to continue their education at and then beyond the high school level.

Total, Adult Learning Services Division	**1,229**	**2,032**	**2,107**	**1,994**

Priorities (2012-13)

- Examine FANS procedures and systems in preparation for new database development, including consideration of the viability of Internet-based applications.
  Status: *The FANS IT system scoping exercise to determine system requirement was completed early in 2012. Complete testing of an upgraded system by the contractor is expected by the end of 2012.*

- Completion of improved post-secondary enrolment models to assist in forecasting FANS demands, as recommended by the Office of the Auditor General.
  Status: *The work on improving post-secondary enrolment model is currently in progress. The department projects that the first draft of a forecasting model will be in place by end of 2012 and fully deployed by the start of the 2013-2014 school year.*

- Finalization and implementation of modifications to the FANS program and setting in place of the necessary operational manual changes and communication material.
  Status: *Significant progress has been achieved on the FANS program review and consultations with the primary stakeholders are concluded. The recommendations of the review were approved in June 2012 and cover a number of measures, including a clear definition of post-secondary education and a new provision for permanently disabled students. It is anticipated that the new measures will come into effect in 2013-2014 and will be strengthened by a post-secondary education designation framework for funded programs.*

- Prepare a draft literacy strategy for Nunavut.
  Status: *The department is compiling the observations and recommendations received on the Nunavut Literacy Framework. The initial draft of the Literacy Framework is anticipated to be completed by end of the year.*

- Complete the design and begin implementation of Adult Mature Graduation diploma option for adult learners.
  Status: *The Adult Mature Graduation project is well underway. It is now referred to as PASS and an initial design has been shared amongst stakeholders. A position has been staffed to coordinate this project and a business case has been submitted to support the completion of this project.*

- Continue the development of an apprenticeship strategy. Finalize design modifications to the apprenticeship case management system. Ensure that staff are well trained on all aspects of the apprenticeship system.
  Status: *The Apprenticeship unit has nearly completed a full audit of all apprenticeship files; this will be ongoing into 2013. Apprenticeship procedures and protocols have been reviewed and redesigned. Accreditation of programs offered by Nunavut Arctic College is continuing. A full review of the Apprenticeship program will be ongoing throughout 2013.*

Priorities (2013-14)

- Complete examination of Financial Assistance for Nunavut Students (FANS) system needs.

- Initiate the policy direction that will allow for the processing of outstanding loans from the FANS program.

- Monitor and report on literacy initiatives across Nunavut in conjunction with the Nunavut Literacy Council.

- Begin implementation of the Adult Mature Graduation Diploma in cooperation with program delivery institutions.

Priorities (2014-15)

- Study pilot implementation of Financial Assistance for Nunavut Students (FANS) database.

- Continue reviewing Financial Assistance for Nunavut Students (FANS) and consider additional program changes, including to the *Student Financial Assistance Act* and regulations, if necessary.

- Develop the statistical parameters for forecasting FANS demand.

- Monitor the effectiveness of the mature graduation program design and delivery.

- Monitor the effectiveness of the apprenticeship program as the Apprenticeship Strategy is implemented.

Priorities (2015-16)

- Establish partnership with Nunavut Arctic College on program designation, quality assurance and Pan-Canadian dialogue on credit transfer.

- Develop partnerships for the delivery of financial literacy amongst post-secondary learners.

Appendix I: Financial Summary

Branch	2012-13		2013-14		2014-15		2015-16	
	Main Estimates		Main Estimates		Planned		Planned	
	$000	PY	$000	PY	$000	PY	$000	PY
DIRECTORATE								
Salary	446	3.0	703	4.0	703	4.0	703	4.0
Grants & Contributions	–		–		–		–	
Other O & M	138		152		152		152	
Subtotal	**584**		**855**		**855**		**855**	
POLICY AND PLANNING								
Salary	688	8.0	1,208	12.0	1,208	12.0	1,104	11.0
Grants & Contributions	–		–		–		–	
Other O & M	279		285		285		285	
Subtotal	**967**		**1,493**		**1,493**		**1,389**	
CORPORATE SERVICES								
Salary	1,466	19.0	2,179	19.0	2,179	19.0	2,179	19.0
Grants & Contributions	–		85		85		85	
Other O & M	595		560		560		560	
Subtotal	**2,061**		**2,824**		**2,824**		**2,824**	
K-12 SCHOOL OPERATIONS								
Salary	127,680	1,090.0	129,394	1,089.3	129,394	1,089.3	129,498	1,090.3
Grants & Contributions	18,964		18,408		18,408		18,408	
Other O & M	7,627		7,945		7,945		7,945	
Subtotal	**154,271**		**155,747**		**155,747**		**155,851**	
CURRICULUM AND SCHOOL SERVICES								
Salary	5,286	58.0	6,312	58.0	6,312	58.0	6,312	58.0
Grants & Contributions	3,314		2,967		2,967		2,967	
Other O & M	8,058		7,764		7,764		7,764	
Subtotal	**16,658**		**17,043**		**17,043**		**17,043**	
EARLY CHILDHOOD SERVICES								
Salary	440	5.0	601	5.0	601	5.0	601	5.0
Grants & Contributions	3,198		2,698		2,698		2,698	
Other O & M	300		296		296		296	
Subtotal	**3,938**		**3,595**		**3,595**		**3,595**	

Branch	2012-13		2013-14		2014-15		2015-16	
	Main Estimates		Main Estimates		Planned		Planned	
	$000	PY	$000	PY	$000	PY	$000	PY
ADULT LEARNING SERVICES								
Salary	580	6.0	**1,147**	**10.0**	1,147	10.0	1,147	10.0
Grants & Contributions	193		**193**		193		193	
Other O & M	456		**692**		767		654	
Subtotal	**1,229**		**2,032**		**2,107**		**1,994**	
TOTAL	**179,708**	**1,189.0**	**183,589**	**1,197.3**	**183,664**	**1,197.3**	**183,551**	**1,197.3**

Department of
Health

Business
Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Directorate 89
Public Health 93
Treatment 96

APPENDIX

Financial Summary 100

This page is purposely blank.

CORE BUSINESS

The programs of the Department of Health are defined within three lines of business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Directorate	21,092	**23,373**	23,373	23,373
Public Health	16,565	**19,369**	19,369	19,369
Treatment	231,339	**237,685**	237,685	237,685
TOTAL	**268,996**	**280,427**	**280,427**	**280,427**

Directorate

The Directorate Branch provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Branch is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, capital planning, financial services, human resource development, and systems support. Leadership and coordination in the areas of professional practice standards, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

Objectives

- To provide overall management support and leadership across the department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities (*Tamapta*) into departmental operations.

Programs	**Budget ($000)**	**2012-12**	**2013-14**	**2014-15**	**2015-16**
Deputy Minister		1,416	**1,574**	1,574	1,574

The office of the Deputy Minister provides support and advice to the Minister and the Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the department.

ADM Programs and Standards 625 **625** 625 625

The Programs and Standards line of business provides overall management and leadership in developing territorial programs, policies, standards and guidelines, ensuring quality assurance, local community capacity building, and is responsible for promoting and maintaining information on the health of Nunavummiut.

ADM Operations 2,977 **3,607** 3,607 3,607

The Operations line of business provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, services, and support for local community capacity building.

Corporate Services 11,260 **11,290** 11,290 11,290

Corporate Services is a multi-disciplinary division responsible for the provision of support functions, including finance, administration, the health benefits office, capital planning, and health information technology. This division also provides direction for financial services to the department.

Human Resources 4,044 **5,469** 5,469 5,469

Human Resources provides support for recruitment and retention, Inuit employment planning, and general human resource administration.

Policy, Planning, and Evaluation 770 **808** 808 808

Policy, Planning, and Evaluation provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's relationships with federal, provincial, and territorial (FPT) counterparts.

Total, Directorate	**21,092**	**23,373**	**23,373**	**23,373**

Priorities (2012-13)

- Incorporate findings from the comprehensive review of the *Client Travel Policy* and revise it for the purpose of establishing consistent guidelines and strengthening coordination of medical travel and case management.
  Status: *Due to the creation of the Department of Family Services, two separate travel policies will be developed: a Client Travel Policy (Family Services) and a Medical Travel Policy (Health).*

- Establish a certified practice program with Nunavut Arctic College to certify Community Health Nurses in advanced practice skills.
  Status: *Federal funding was not obtained for this priority and the department is seeking new funding options to develop this program.*

- In collaboration with the Department of Executive and Intergovernmental Affairs and other departments, develop an overall framework for the evaluation of departmental programs and services.
  Status: *The department will be collaborating with other departments to review options for developing departmental or overall frameworks to guide the evaluation of departmental programs and services. In advance of this, the Department of Executive and Intergovernmental Affairs arranged training on program evaluation and methodology through Laval University.*

- Complete and implement the health services strategic plan based on the health care gap analysis and potential for innovation aimed at establishing optimal staffing levels and service delivery approaches in each community.
  Status: *The department is considering approaches aimed at establishing optimal staffing levels in each community.*

- Begin to phase in implementation for the Office of the Auditor General cost-recovery recommendations.
  Status: *The department has begun implementing these recommendations. Processes and procedures have been developed to ensure the department is able to bill third party insurers, including NIHB and other jurisdictions.*

- Implement the Communications Strategy for the department.
  Status: *The department is implementing the Communications Strategy.*

- Establish a Licensed Practical Nurse (LPN) program that will train and educate Nunavummiut for LPN work within the territory.
  Status: *The program has been established; however, due to a lack of qualified applicants, it will not offered at this time.*

- Review the Nunavut Nursing Recruitment and Retention Strategy and make adjustments as required.
  Status: *The department has commenced an evaluation of the strategy.*

- Implement a budgeting process that reflects the cyclical nature of anticipated cash disbursements for major health programs, as recommended by the Office of the Auditor General.
  Status: *Spending patterns have been analysed and, as such, the budgeting process has been revised to more closely reflect historical trends in of actual expenditures. The department will continue to review and analyse spending patterns to improve budgeting processes.*

- Implement the Nunavut interoperable Electronic Health Records (iEHR) Program in all remaining communities in Nunavut, subject to WAN network upgrades.
  Status: *Phase 1 has been implemented in the regional centres and Phase 2 commenced in the fall in Iqaluit.*

- Continue to prepare for Federal, Provincial, and Territorial discussions on the renewal of the 2004 Health Accord.
  Status: *A new Health Accord was announced by the Government of Canada in late 2011.*

- Continue to collaborate with the Department of Executive and Intergovernmental Affairs and the Department of Finance to ensure that a renewed Territorial Formula Financing arrangement addresses the fiscal needs of the department.
  Status: *The Federal Minister of Finance announced that health care needs would be addressed through the Canadian Health Transfer.*

Priorities (2013-14)

- Implement the framework for the evaluation of departmental programs and services.
- Assess whether the budgeting process has addressed the cyclical nature of anticipated cash reimbursements for major health problems.
- Implement the Nunavut interoperable Electronic Health Records (iEHR) Program in referral sites located in Ottawa, Edmonton, and Yellowknife.
- Develop an All Hazards Health Emergency Management Plan for the department, including a review of the existing Pandemic Influenza Plan.
- Complete and implement the health services strategic plan based on the health care gap analysis and potential for innovation aimed at establishing optimal staffing levels and service delivery approaches in each community.
- Develop and implement a Patient Relations process to assist in responding to and resolving complaints related to health care delivery.
- Consider revisions to the Nunavut Nursing Recruitment and Retention Strategy based on the evaluation.

Priorities (2014-15)

- Assess departmental programs and services based on the implementation of an overall framework for evaluation.
- Implement the Nunavut interoperable Electronic Health Records (iEHR) Program in all remaining communities in Nunavut, subject to WAN network upgrades.
- Assess the Territorial Health System Sustainability Initiative (THSSI) on services provided to the public.

- Train departmental staff on All Hazards Health Emergency Management Plan and conduct simulation exercises.

Priorities (2015-16)

- Review and revise the All Hazards Health Emergency Plan, as appropriate.

Public Health

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and preparedness, and response for public emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, community development, and the support of effective clinical prevention interventions.

Objectives

- To develop public health strategies to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Chief Medical Officer of Health	1,285	**1,556**	1,556	1,556

The Chief Medical Officer of Health (CMOH) provides leadership and expertise to health promotion and health protection programs. The CMOH also establishes and maintains professional standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.

Communicable Disease Control	146	**153**	153	153

The Communicable Disease Control program includes the development of standards, protocols and strategies concerning communicable diseases as well as outbreak investigation and management. Immunization programs against vaccine-preventable diseases are included in this work. It also monitors the outbreak of disease and evaluates disease prevention and control programs. In addition, the Communicable Disease Control program disseminates information, assists with the development of promotional materials, and educates Nunavummiut about communicable disease prevention and control.

Environmental Health	925	**925**	925	925

Environmental Health ensures that investigations, identification, prevention, and remedial actions related to water, food, air, sewage, and other environmental health risks occur in an appropriate and timely manner.

Tuberculosis (TB) Program	466	**169**	169	169

The TB program is a territory-wide program to prevent new cases of tuberculosis and to treat those infected with tuberculosis.

Health Promotion	12,865	**15,430**	15,430	15,430

Health Promotion designs services to address collective health and well-being; to enhance individual, group, and community knowledge, skills and control over decision-making; and to mobilize community resources for wellness. The program provides for direct involvement and partnerships of individuals, groups, and communities in matters pertaining to the delivery of health and social service programs. This program also administers a variety of federally funded health enhancement programs and initiatives.

Information Research	597	**624**	624	624

Information Research provides information needed to track the wellness/morbidity of individuals, families, and communities in Nunavut. It also provides for timely responses and program adjustments by monitoring emerging health and social trends using data on health status, population health statistics, and disease registries.

Nutrition	281	**512**	512	512

Nutrition encompasses the specialized areas of clinical nutrition, food service management, and public health, and ensures that policies, programs and services are in place to support nutritional health and disease prevention for all age groups.

Total, Public Health	**16,565**	**19,369**	**19,369**	**19,369**

Priorities (2012-13)

- Introduce a new *Public Health Act* in the spring of 2013.
  Status: *The department has drafted a Legislative Framework which addresses various recommendations. Significant revisions were required after further consultations.*
- Implement the holistic sexual health program.
  Status: *Implementation of the Sexual Health Framework for Action is currently underway.*
- Lead in the development of community-driven parenting programs which integrate early childhood health and development initiatives.
  Status: *The development of programs is complete.*
- Complete the implementation plan for the Tobacco Reduction Framework for Action and commence implementation.

Status: *The implementation plan has been completed and implementation has begun.*

- Review and revise current health protection programs including policies, protocols and standards to ensure they are up to date and reflect best practice.
  Status: *Priority sections of the communicable disease, outbreak management, immunization, and tuberculosis programs have been revised. These provide the foundation for the new Nunavut Communicable Disease, Immunization, and Tuberculosis Manuals.*

Priorities (2013-14)

- Proceed through the legislative process towards a new *Public Health Act*..
- Monitor the implementation of the Sexual Health Framework for Action.
- Develop the policies, protocols, and standards for an integrated robust public health surveillance system for reportable communicable disease, immunization coverage, outbreak management, and environmental health.
- Research and select a set of core population health indicators to develop a population health status report.
- Continue implementation of the Tobacco Reduction Framework for Action.
- As part of the Public Health Strategy, develop priorities to support the Strategy's goals, indicators for evaluating the implementation process, and plans for the next phases of the Strategy's implementation.

Priorities (2014-15)

- Evaluate implemented components of the Sexual Health Framework for Action.
- Monitor compliance with revised policies, protocols and standards for the Health Protection Program.
- Implement the Public Health Surveillance System.
- Build on a core set of population health indicators and issue a Population Health Status Report based on the core indicators.
- Evaluate the effectiveness of the Tobacco Reduction Framework for Action.
- Initiate implementation of the next phases of the Public Health Strategy Implementation Plan.

Priorities (2015-16)

- Commence an evaluation of the block-funding model of the health portfolio contribution agreement.

Treatment

The Treatment Branch includes inpatient and outpatient services provided at health centres, the Qikiqtani General Hospital, and in communities. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions for Nunavummiut, as well as supplementary health benefits and vital statistics. The Branch coordinates medical travel, both emergency (medevac) and scheduled, and necessary referrals that require transportation out of a community or out of Nunavut. This Branch also includes the cost of physician and specialist services, both in and out of territory, including rehabilitation services. The Non-Insured Health Benefits (NIHB) program, administered on behalf of the Government of Canada (Vote 4 funding), is run from this Branch.

Objectives

- To provide the appropriate care at the appropriate time, by the appropriate provider in the appropriate place.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut.
- To administer the NIHB program on behalf of the Government of Canada.
- To ensure that all residents who face financial barriers have access to medically necessary health services.
- To administer vital statistics.

Programs	Budget ($000)	2012-13	2013-14	2014-2015	2015-16
Professional Practice		1,349	**1,383**	1,383	1,383

Professional Practice promotes, establishes and maintains professional standards, best practices, and clinical procedures. It also manages the credentialing, registration and licensing of health care providers.

Mental Health and Addictions		13,653	**13,653**	13,653	13,653

Mental Health and Addictions provides a client-centred, comprehensive, seamless continuum of care which include assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute, and/or emergency mental health issues, suicide ideations and attempts, self-harming behaviours, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.

Home Care and Community Care 7,275 **7,275** 7,275 7,275

Home Care and Community Care offers health related services to Nunavummiut needing healthcare services due to illness, poor health or disability. The objective is to preserve and maximize an individual's ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care.

Medical Transportation 53,781 **53,781** 53,781 53,781

Medical Transportation provides transportation services for patients who require medical services not available within their own community.

Hospital and Physician Services 65,899 **67,018** 67,018 67,018

Hospital and Physician Services provides inpatient and outpatient services, which includes specialist services, in Nunavut and out of territory. This program also provides rehabilitation services such as physiotherapy, occupational therapy, speech therapy and audiology services, and specialist visits to Nunavut. It also provides access to physician services, which are provided either in a hospital or through visits on a rotational basis to community health centres.

Community Health Centres 32,347 **37,477** 37,477 37,477

Community Health Centres provide access to a range of primary and public health care services. Programs cover the entire health/illness continuum and client span. Services are integrated and coordinated with other specialty services to provide a multi-disciplinary approach to client care. Services focus on treatment and prevention.

Health Insurance
Programs/Vital Statistics 1,452 **1,515** 1,515 1,515

This program records and issues certificates for births, marriages, and deaths that occur in Nunavut. It also registers change of name orders, adoptions, additions of fathers' details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of the Nunavut Health Care Plan, Non-Insured Health Benefits, and Extended Health Benefits.

Extended Health Benefits 1,171 **1,171** 1,171 1,171

The Extended Health Benefits program is a supplement to the Nunavut Health Care Plan. It assists individuals with health related costs not otherwise covered. This program provides similar benefits to non-aboriginals that beneficiaries receive through the Government of Canada's Non-Insured Health Benefits program.

Out-of-Territory Hospitals 44,800 **44,800** 44,800 44,800

This program is responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the Government of Nunavut for these services.

Reciprocal Physician Billings 7,074 **7,074** 7,074 7,074

This program manages payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.

Dental Services	2,538	**2,538**	2,538	2,538
Dental Services delivers comprehensive, timely and appropriate oral health care, and prevention programs.				
Total, Treatment	**231,339**	**237,685**	**237,685**	**237,685**

Priorities (2012-13)

- In collaboration with Partners (NTI, Embrace Life Council, RCMP), implement those components of the Nunavut Suicide Prevention Strategy Action Plan that are led by the department.
  Status: *The department has begun implementing most of the components that are led by the department.*

- Undertake a review of the *Mental Health Act*.
  Status: *An internal review is underway.*

- Develop an implementation plan for the Nunavut Addictions and Mental Health Framework.
  Status: *The implementation plan is under development.*

- Continue to implement phased-in components of the Clinical Quality Assurance Program.
  Status: *The program is under development.*

- Establish a culturally relevant pilot program for addictions treatment.
  Status: *The pilot program was launched in October 2012 and an evaluation will be undertaken.*

- Complete the development of the family practice program in the two regional health facilities.
  Status: *The department has deferred this initiative to 2013-2014.*

- Expand clinical services offered at the Qikiqtani General Hospital.
  Status: *The department has deferred this initiative to 2013-2014.*

- Complete the development of the delivery model for rehabilitation services.
  Status: *Possible service delivery models for rehabilitation services are being developed.*

- Deliver, or support the delivery of, the program to support Nunavummiut who are qualified to attend medical school.
  Status: *One Nunavut land claims beneficiary currently enrolled in medical school has signed a return of service agreement with the department. There are five Nunavummiut in undergraduate and postgraduate medical training programs who will return to work in Nunavut.*

- Proceed with legislative amendments to the *Vital Statistics Act*.

Status: *The department is awaiting impending changes to similar legislation in other jurisdictions before proceeding with this initiative.*

- Implement program changes to the Non-Insured Health Benefits program.
  Status: *The department has revised the program and changes have been implemented.*

Priorities (2013-14)

- Based on the internal review, determine whether legislative amendments would be necessary for the *Mental Health Act*.
- Strengthen the delivery of Home and Community Care services.
- Develop the family practice program in the two regional health facilities and expand clinical services offered at the Qikiqtani General Hospital.
- Proceed through the legislative process to update the *Vital Statistics Act*.
- Implement the Mental Health and Addictions Framework.
- Begin to increase mental health service capacity in the communities.
- Evaluate the Mobile Addictions Treatment Pilot Program.

Priorities (2014-15)

- Assess the status of those components of the Nunavut Suicide Prevention Strategy Action Plan, which are led by the department.
- Finalize the family practice program and continue to expand clinical services at the Qikiqtani General Hospital.

Priorities (2015-16)

- Continue to implement the family practice program in the two regional health facilities.

Appendix I: Financial Summary

Branch	2012 – 2013 Main Estimates		2013 – 2014 Main Estimates		2014 – 2015 Planned		2015 – 2016 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Salary	15,209	128.0	**17,490**	**126.0**	17,490	126.0	17,490	126.0
Grants & Contributions	-		**-**		-		-	
Other O&M	5,883		**5,883**		5,883		5,883	
Subtotal	**21,092**		**23,373**		**23,373**		**23,373**	
PUBLIC HEALTH								
Salary	12,509	128.0	**13,724**	**131.0**	13,724	131.0	13,724	131.0
Grants & Contributions	850		**850**		850		850	
Other O&M	3,206		**4,795**		4,795		4,795	
Subtotal	**16,565**		**19,369**		**19,369**		**19,369**	
TREATMENT								
Salary	72,906	696.3	**78,419**	**718.3**	78,419	718.3	78,419	718.3
Grants & Contributions	1,873		**2,253**		2,253		2,253	
Other O&M	156,560		**157,013**		157,013		157,013	
Subtotal	**231,339**		**237,685**		**237,685**		**237,685**	
TOTAL	**268,996**	**952.3**	**280,427**	**975.3**	**280,427**	**975.3**	**280,427**	**975.3**

Department of Family Services

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management 101
Child and Family Services 105
Income Assistance 109
Career Development 113

APPENDICES

I. Financial Summary 117

This page is purposely blank.

INTRODUCTION

The Department of Family Services begins its first year of operation in 2013-14. The department was created by bringing together resources from the Departments of Education, Health and Social Services, Executive and Intergovernmental Affairs, Economic Development and Transportation, Human Resources, and the Nunavut Housing Corporation.

The Department of Family Services provides one-window access to many elements of the social safety net, provides protection to vulnerable members of society, and works to develop mechanisms that will improve self-reliance across Nunavut and improve standards of living through effective partnership initiatives. Child welfare, adoptions, social advocacy, poverty reduction initiatives, family violence prevention, income assistance, career development and financial assistance for post-secondary students are key elements of the new department.

CORE BUSINESS

The Department of Family Services consists of four lines of core business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Corporate Management	4,916	5,456	5,456	5,456
Children and Family Services	47,667	50,330	50,280	50,280
Income Assistance	39,989	43,942	43,942	43,942
Career Development	12,732	13,246	13,246	13,246
TOTAL	**105,304**	**112,974**	**112,924**	**112,924**

Corporate Management

Corporate Management provides overall management support to the Department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

Objectives

- To provide overall management support and leadership across the department.

- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To support each division in the department in achieving its objectives and strategic priorities.
- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities.
- To use Inuit Societal Values as guiding principles for operating the Department.
- To improve the coordination of new and existing resources to reduce homelessness in Nunavut.
- To coordinate the development and implementation of initiatives aimed at reducing poverty and improving the overall standard of living for Nunavummiut.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Directorate	868	**1,034**	1,034	1,034
The Directorate includes the Deputy Minister, the Assistant Deputy Minister and their support staff. The Directorate is responsible for overall management of the Department and for achieving the Departmental objectives set out by the Government. The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.				
Corporate Services	1,744	**1,892**	1,892	1,892
The Corporate Services Division is accountable for providing financial and human resource services to the department. The Division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.				
Policy and Planning	803	**875**	875	875
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the Department. The Division also provides communication services, leads the department's program evaluation initiatives, manages the Department's response to Access to Information requests and manages departmental records.				
Poverty Reduction	1,501	**1,655**	1,655	1,655
The Poverty Reduction Division is accountable for coordinating and implementing a range of poverty reduction initiatives aimed at enhancing self-reliance and improving standards of living for all residents. The Division provides Grants and Contributions that support homelessness sheltering services.				
Total, Corporate Management	**4,916**	**5,456**	**5,456**	**5,456**

Priorities (2012-13)

- Lobby the federal government for increased resources to combat homelessness in Nunavut.
  Status: *NHC met with HRSDC Canada to facilitate the renewal of the national Homelessness Partnering Strategy.*

- Work with the inter-departmental and inter-jurisdictional working groups on homelessness to improve homelessness services.
  Status: *The NHC worked with inter-departmental and inter-jurisdictional working groups.*

- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.
  Status: *The NHC has not completed the Homelessness Strategy.*

- Pursue resources under the Surplus Federal Real Property Homelessness Initiative (SFRPHI).
  Status: *This is being actively pursued and discussions are underway for potential avenues of action amongst all involved stakeholders.*

- Continue to engage private sector support.
  Status: *The NHC has implemented a campaign to engage businesses in Iqaluit for contributions of in-kind services to the homeless shelters. Similar campaigns are planned to seek support from the mining industry.*

- Introduce legislation for implementation of the long-term Poverty Reduction Action Plan and to mandate collaboration of government agencies with Inuit organizations, the private sector, community action networks and other partner organizations.
  Status: *The draft Collaboration for Poverty Reduction Act is proceeding through the legislative process. It is expected to be introduced during the winter 2013 sitting of the Legislative Assembly.*

- Convene and participate in a Nunavut Food Security Coalition, working with partner organizations to strengthen or develop programs and activities that provide increased food security and access to country foods for Nunavummiut.
  Status: *The Nunavut Food Security Coalition, made up of Inuit organizations and government departments was convened in June 2012. Partners are jointly preparing the Nunavut Food Security Strategy for completion by spring 2013 or 2014.*

- Implement policy and programmatic changes agreed in the Makimaniq Plan, and prepare evaluation criteria for assessment of outcomes.
  Status: *The implementation of policy and program changes across all government departments to support the Makimaniq Plan is ongoing. The Government and NTI have signed a MOU to establish the Nunavut Roundtable for Poverty Reduction to*

provide oversight and leadership for the implementation of the Plan, and evaluation of outcomes.

Priorities (2013-14)

- Work closely with the Minister to establish a vision for the department in collaboration with the public, outside partners and other departments and agencies.

- Work with the initial financial, policy and administrative structures in Family Services to identify strengths and weaknesses with a view to improving operations going forward.

- Work with the Department of Education towards a smooth transfer of Career Development to Family Services.

- Assess the adequacy of resources of the new department to provide the programs and services to achieve the mission.

- Assess departmental legislation to identify areas that require attention to ensure the statutes reflect the needs of Nunavummiut and the department's requirements for oversight and regulation.

- Assess the departmental team to determine the existing array of skills and knowledge, identify key skill gaps and take steps to strengthen the team in the first year of operation.

- Assess the current capacities of departmental databases to determine whether they adequately support operations and determine where information technology solutions are needed.

- With the senior management team, review, assess and develop priorities and objectives for the department and divisions.

- Review the implementation of the Social Services Transformation Plan and make any necessary adjustments as required.

- Continue to work with NHC to assess the action plan for homelessness and to ensure a smooth transition of services.

- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.

- Assess the outcomes of program initiatives undertaken through the Makimaniq Plan, and implement the planned changes.

Priorities (2014-15)

- Coordinate the work required to develop and implement legislative amendments underway.
- Develop an evaluation plan for departmental programs and services.
- Develop a human resource plan that incorporates measures to address training needs for current staff and potential employees with a view to increasing Inuit employees.
- Work closely with Nunavut Arctic College to explore the possibility of developing career path training for the helping professions that would allow for transfer of credits to university undergraduate programs.
- Develop a departmental information technology strategy that makes effective use of technology in program delivery and management.
- Review the implementation of the Social Services Transformation Plan and make any necessary adjustments as required.

Priorities (2015-16)

- Implement the departmental human resource plan.
- Begin the first year of implementation for the departmental information technology strategy.
- Assess the program evaluations completed over the course of the year and make improvements to overcome any identified weaknesses.
- Implement the Social Services Transformation Plan; review progress and make any necessary adjustments.

Children and Family Services

The Children and Family Services Branch provides a range of support services for children and vulnerable adults who may require protection or other specialized support. Services are provided in six key areas: child protection, adoption, guardianship, adult support, residential care, and family violence services. In addition to advocating for the rights of vulnerable groups across Nunavut, the Division assists individuals, families, groups, and communities to develop skills and utilize both personal and community resources to enhance their well-being. The Division also plays an important role in program development and the provision of standards for program delivery.

Objectives

- To provide overall leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act*, *Adoption Act*, *Aboriginal Custom Adoption and Recognition Act* and the *Guardianship and Trusteeship Act*.
- To provide emergency intervention to address domestic and family violence.
- To protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Divisional Headquarters	1,127	**989**	989	989

Children and Family Services Headquarters is responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with other GN departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.

Child Protection Services	10,053	**10,053**	10,053	10,053

Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This may include investigations, interventions and residential services that are provided by child protection workers under the *Child and Family Services Act.*

Adoption Services	466	**466**	466	466

Under the *Adoptions Act* and the *Aboriginal Custom Adoption Recognition Act*, Children and Family Services is responsible for departmental, custom, private, and international adoptions in the territory.

Guardianship Services	1,456	**1,456**	1,456	1,456

Under the *Guardianship and Trusteeship Act*, the Office of the Public Guardian reviews all guardianship applications and documents before they are presented to the Nunavut Court of Justice. The Public Guardian can also be appointed by the Nunavut Court of Justice to represent a person who has no family members or friends who are willing, suitable, or able to act as guardians.

Adult Support Services	2,411	**3,143**	3,143	3,143

Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.

Family Violence Services	3,846	**3,846**	3,796	3,796

Social workers provide family violence intervention services. This may include individual and group counseling and referral to other services and transportation to a safe location.

Residential Care (Facility Based)	27,908	**29,957**	29,957	29,957

Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized residential care.

Social Advocacy	400	**420**	420	420

This program provides Grants and Contributions that support initiatives for persons with disabilities and women.

Total, Child and Family Services	**47,667**	**50,330**	**50,280**	**50,280**

Priorities (2012-13)

- Proceed through the legislative process and consider revisions to the *Child and Family Services Act*.
  Status: *Proposed amendments are proceeding through the legislative process. It is expected that the amended Child and Family Services Act will be introduced during the winter 2013 sitting of the Legislative Assembly.*

- Develop and implement an electronic case management system for social services.
  Status: *The business rules are being finalized in preparation for systems development and drafting of an implementation plan. The department will explore sources of funding for the new system in 2013-2014.*

- Implement the Social Services Transformation Plan, which will involve broad policy and program changes.
  Status: *A detailed analysis of the Plan has been completed. Any proposed changes will be considered in 2013-2014.*

- Implement the Ilagiitsiarniq Family Violence Prevention Strategy.
  Status: *A draft strategy has been developed. The department will finalize the draft in collaboration with all partners and stakeholders in 2013-2014.*

- Complete the review of government social safety net programs and implement structural and policy changes to support self-reliance.
  Status: *The Social Safety Net Report was tabled in the Legislative Assembly during the summer 2012 sitting.*

- Complete the legislation development process for an independent Child and Youth Representative and assist with the establishment of the position, in accordance with the legislation.
  Status: *The draft Representative for Children and Youth Act is proceeding through the legislative process. The draft Bill is being considered by the Legislative Assembly.*

- Contribute to government initiatives to ensure that voices of those individuals or groups that experience social exclusion are represented during the development of socially relevant projects, programs and policies by GN departments.
  Status: *The division maintained an active presence on a wide range of interdepartmental initiatives and working groups.*

- Continue to work with and support the Nunavummi Disabilities Makinnasuaqtiit Society and begin to work with GN departments to develop a more coordinated government approach to addressing disability issues in Nunavut.
  Status: *The division administers the Government of Nunavut's annual Contribution Agreement with the Nunavummi Disabilities Makinnasuaqtiit Society.*

- Continue to work with and support the Qulliit Nunavut Status of Women Council to identify and address women's issues in Nunavut and explore ways to ensure gender considerations are reflected in policy development.
  Status: *The division administers the Government of Nunavut's annual Contribution Agreement with the Qulliit Nunavut Status of Women Council.*

- Take steps to gain a better understanding of issues that impact Nunavut's male population and collect information related to current programming and best practice.
  Status: *The division continues to review and explore the different programs, services and initiatives that specifically target the men and boys population in Nunavut to identify best practices.*

Priorities (2013-14)

- Ensure that appropriate regulations are prepared for any revisions to the *Child and Family Services Act.*

- Review the implementation of the Social Services Transformation Plan and make any necessary adjustments as required.

- Explore sources of funding to implement an electronic case management system for child and family services.

- Implement the Ilagiitsiarniq Family Violence Prevention Strategy in collaboration with partners.

- Develop a work plan to improve residential services case management and contract management.

Priorities (2014-15)

- Implement the Ilagiitsiarniq Family Violence Prevention Strategy.

- Implement the work plan to improve residential services case management, and contract management.

Priorities (2015-16)

- Review progress and make any necessary adjustments to the Ilagiitsiarniq Family Violence Prevention work plan.

- Review progress and make any necessary adjustments to improve residential services case management and contract management.

Income Assistance

Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 or over, and their dependents. The Branch provides overall policy direction, program development, and advice to various levels of staff in the delivery of Income Assistance Programs across Nunavut. The objective of these programs is to assist residents to achieve their goals for independence and self-reliance. Income Assistance administers the Senior Citizens Supplementary benefit Program on behalf of Nunavut Seniors.

Objectives

- To identify, review and evaluate policy and procedural matters surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with *Tamapta,* the *Social Assistance Act*, the *Financial Administration Act*, the *Access to Information and Protection of Privacy Act* and other statutes and policies relating to the delivery of the programs in Nunavut.
- To provide financial and other support to satisfy basic needs for shelter, food and clothing and to assist in the transition towards employment.
- To facilitate and identify the need for the referral of persons requiring information and/or access to other government and agency programs.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Income Assistance Headquarters Office		602	**1,021**	1,021	1,021

The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps, drafting policy and legislative changes, and developing and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut.

The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level.

The Division is also responsible for developing materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Appeal Board process. The Division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

Community Delivery		205	**205**	205	205

Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to some communities to deliver the social assistance program on behalf of the Nunavut Government. Hamlet staff hired to deliver the program must adhere to the *Social Assistance Act* and Regulations, as well as policies and procedures established by the department.

Administration – Regional		3,037	**4,838**	4,838	4,838

Three regional Income Assistance offices are responsible for staff engaged in the administration and delivery of Income Support programs.

Supplementary Benefit –Seniors		1,382	**1,382**	1,382	1,382

Governed by the Senior Citizens Benefit Act, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment with the federal government and is included on the monthly Old Age Security cheque.

Income Assistance Case Management System		307	**307**	307	307

A system is required to administer, monitor and manage all the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

Program Compliance		207	**240**	240	240

This program is responsible for assisting and completing program audits to ensure that the *Social Assistance Act*, regulations, policies and procedures and other related statutes are adhered to in the delivery of Income Assistance Programs. Activities include monitoring of electronic assessments as well as the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency as well as enhance program effectiveness and accountability. The Compliance Officer must work closely with the three regional Income Assistance offices and Corporate Services.

Social Assistance	32,637	**34,337**	34,337	34,337

Income Assistance Workers guided by the *Social Assistance Act* and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.

Day Care Subsidy	502	**502**	502	502

The program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means tested and delivered by the three regional Income Assistance offices.

Seniors Fuel Subsidy	478	**478**	478	478

The program provides a subsidy for the high cost of home heating fuel to those aged 60 and over who own their homes. The program is income tested and delivered by the three regional Income Assistance offices.

Building Careers Training	632	**632**	632	632

This program provides allowances for short term training and educational opportunities for those on social assistance. After completing these programs many participants are better able to find meaningful employment and reduce their reliance on social assistance. The program is administered by the regional offices.

Total, Income Assistance	**39,989**	**43,942**	**43,942**	**43,942**

Priorities (2012-13)

- Deploy the Income Assistance electronic delivery system to communities according to network capabilities, including staff training.(IS-HQ)
  Status: *The Income Assistance Delivery System has been deployed to Pangnirtung and Iqaluit.*

- Deploy the 'T5 Solution' data management system to communities not currently being scheduled for Income Assistance electronic delivery system deployment.(IS-HQ)
  Status: *The "T5 Solution" system is fully operational in headquarters. It will no longer be necessary to deploy this system in the future once the Income Assistance Delivery System is in place.*

- Begin work to undertake a comprehensive review of the government's Income Assistance programs, including Social Assistance, Day Care Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, Sivuniksaliarniq, and Transition to Work programs. (IS-HQ)
  Status: *This review could not be completed as it is contingent on completion of the legislative review to correct gaps and inconsistencies in the legislation and regulations. It is anticipated that this review will begin in late 2013-2014.*

- Identify additional options for income assistance recipients to increase the allowable amounts of income they may earn without reducing the amount of assistance they may receive.(IS-HQ)
  Status: *This work was not completed as the work on the legislative review took priority. This work will be continued in 2013-2014.*

- Conduct a legislative review of the Social Assistance Act and its regulations with the Department of Justice to identify and eliminate gaps and inconsistencies in the current legislation, regulations, policies and procedures.(IS-HQ)
  Status: *The review has been completed and a draft of the first round of proposed amendments is being reviewed by the Department of Justice.*

- Cost out and explore options to implement additional incentive exemptions for those accessing social assistance. (IS-HQ)
  Status: *This analysis was not completed due to lack of staff resources. Work will continue in 2013-2014.*

Priorities (2013-14)

- Deploy the Income Assistance electronic delivery system to communities dependent on available resources and network capabilities, including staff training and system support.

- Secure resources to complete a comprehensive review of the government's Income Assistance programs, including Social Assistance, Day Care Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, Sivuniksaliarniq, and Transition to Work programs. In collaboration with the Department of Education, this work will include adding structure and expanding options to the concept of "productive choices".

- Conduct a legislative review of the Social Assistance Act and its regulations with the Department of Justice and eliminate gaps and inconsistencies in the current legislation, regulations, policies and procedures.

- Dedicate resources to gather the statistics required in order to cost out possible changes to allowable earned income deductions and explore funding options required to make regulatory changes.

Priorities (2014-15)

- Deploy the Income Assistance electronic delivery system to remaining communities according to network capabilities, including staff training.
- Complete the comprehensive review of all the Government's Income Assistance programs.
- Explore potential legislative or regulatory revisions arising from the comprehensive review of Income Assistance Programs.
- Prepare business cases to secure funds for program changes resulting from the comprehensive review.
- Work with developers to initiate code changes in the Income Assistance Delivery System to accommodate regulatory changes in the social assistance program arising from the comprehensive review.

Priorities (2015-16)

- Implement the program and system changes that arise out of the comprehensive review of income assistance systems.

Career Development

Career Development is composed of three regional offices that deliver training support programs to eligible adults to assist them in gaining the skills needed to access employment. Loans, grants, bursaries and scholarships are also provided to eligible individuals attending post-secondary educational institutions.

Objectives

- To increase the number of Nunavummiut accessing employment-based training opportunities., including trades programs.
- To provide financial and other support to those in need during their transition to employment, training and/or other productive and wellness activities.
- To facilitate and identify the need for the referral of persons requiring information, and/or access to other government and agency programs.
- To ensure financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.
- To increase the numbers of Nunavummiut who gain employment in their chosen field, including skilled trades through the provision of effective career development services.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Career Services – Regional	1,693	**2,256**	2,256	2,256

The regional offices deliver the career development, training on the job and apprenticeship programs in the regions, as well as maintaining financial information at the regional level.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Financial Assistance for Nunavut Students (FANS)	8,099	**6,088**	6,688	6,688

The program provides grants, loans, bursaries and scholarships to eligible individuals attending post-secondary educational institutions. Various levels of assistance may be provided, including: tuition, books, fees, travel, accommodation and other eligible living expenses. The budget also provides for the staffing infrastructure to support the delivery of FANS in Nunavut.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Special Professions Program Fund	100	**50**	50	50

The objectives of the Special Professions Program Fund are to provide financial resources for the purposes of entering into agreements with southern Canadian post-secondary institutions for specialized professional programs for which there are limited seats.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Director	378	**514**	514	514

The Director's office administers the delivery of Career Development and Student Financial Assistance programs.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Career Development Services HQ	796	**743**	143	143

This program develops and implements a coordinated plan for career/labour market training programs to meet needs of residents. The program is linked to regional field operations.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Skills Canada Nunavut	101	**134**	134	134

Skills Canada Nunavut is a non-profit organization working to reposition skilled trades and technologies as first choice options for northern youth. The organization is supported by the federal and territorial governments as well as industry through program and event sponsorship. Skills Canada Nunavut is one of three territorial and ten provincial skills Canada organizations. The Department of Family Services provides funding to staff the Executive Director position to carry out the Skills mandate in Nunavut.

Adult Learning & Training Support	1,565	**3,461**	3,461	3,461

The Adult Learning and Training Supports (ALTS) program will provide program sponsorship and client supports in the area of adult training including eligible academic programs, labour market relevant skills training and apprenticeship supports. Programs including Building Essential Skills (BES), Employment Assistance Services (EAS), and Training on the Job (TOJ). ALTS provide service to clients and employers and may be used to support proposed training programs submitted by eligible organizations.

Total, Career Development	**12,732**	**13,246**	**13,246**	**13,246**

Priorities (2012-13)

- Examine FANS procedures and systems in preparation for new database development, including consideration of the viability of Internet-based applications.
  Status: *The FANS IT system scoping exercise to determine system requirement was completed early in 2012. Complete testing of an upgraded system by the contractor is expected by the end of 2012.*

- Completion of improved post-secondary enrolment models to assist in forecasting FANS demands, as recommended by the Office of the Auditor General.
  Status: *The work on improving post-secondary enrolment model is currently in progress. The department projects that the first draft of a forecasting model will be in place by end of 2012 and fully deployed by the start of the 2013-2014 school year.*

- Finalization and implementation of modifications to the FANS program and setting in place of the necessary operational manual changes and communication material.
  Status: *Significant progress has been achieved on the FANS program review and consultations with the primary stakeholders are concluded. The recommendations of the review were approved in June 2012 and cover a number of measures, including a clear definition of post-secondary education and a new provision for permanently disabled students. It is anticipated that the new measures will come into effect in 2013-2014 and will be strengthened by a post-secondary education designation framework for funded programs.*

- Continue with the implementation of the Career Development Strategy for Nunavut. Courses within the Career Development Services Practitioner certificate program will continue while the various stakeholders continue to support the framework.
  Status: *The Career Development Strategy has been completed as the Career Development Practitioner Program is now fully developed and implemented through Nunavut Arctic College. The second major task within the strategy was to complete a Career Development Services Framework, which is now in its implementation phase.*

- Continue the development of an apprenticeship strategy. Finalize design modifications to the apprenticeship case management system. Ensure that staff are well trained on all aspects of the apprenticeship system.
  Status: *The Apprenticeship unit has nearly completed a full audit of all apprenticeship files; this will be ongoing into 2013. Apprenticeship procedures and protocols have been reviewed and redesigned. Accreditation of programs offered by Nunavut Arctic College is continuing. A full review of the Apprenticeship program will be ongoing throughout 2013.*

Priorities (2013-14)

- Complete examination of FANS system needs and develop and pilot a new FANS database.

- Initiate the policy direction that will allow for the processing of outstanding loans from the FANS program.

Priorities (2014-15)

- Study pilot implementation of FANS database and begin full implementation of the new FANS IT system.

- Develop the statistical parameters for forecasting FANS demand.

- Monitor the effectiveness of the apprenticeship program as the apprenticeship strategy is implemented.

Priorities (2015-16)

- Intensify community outreach amongst high school students.

- Run pilot for selected regions before territorial roll out of loans process.

- Establish annual training regime for FANS staff.

Appendix I: Financial Summary

Branch	**2012 – 2013**		**2013 – 2014**		**2014 – 2015**		**2015 – 2016**	
	Main Estimates		**Main Estimates**		**Planned**		**Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
CORPORATE MANAGEMENT								
Salary	3,135	21	**3,568**	24	3,568	24	3,568	24
Grants & Contributions	400		**400**		400		400	
Other O&M	1,381		**1,488**		1,488		1,488	
Subtotal	4,916		**5,456**		5,456		5,456	
CHILD AND FAMILY SERVICES								
Salary	8,226	64	**8,574**	65.5	8,574	65.5	8,574	65.5
Grants & Contributions	4,246		**4,266**		4,266		4,266	
Other O&M	35,195		**37,490**		37,440		37,440	
Subtotal	47,667		**50,330**		50,280		50,280	
INCOME ASSISTANCE								
Salary	2,971	43.6	**5,182**	47	5,182	47	5,182	47
Grants & Contributions	35,515		**37,215**		37,215		37,215	
Other O&M	1,503		**1,545**		1,545		1,545	
Subtotal	39,989		**43,942**		43,942		43,942	
CAREER DEVELOPMENT								
Salary	2,510	36	**3.646**	38.1	3,646	38.1	3,646	38.1
Grants & Contributions	7,407		**5,272**		5,272		5,272	
Other O & M	2,815		**4,328**		4,328		4,328	
Subtotal	12,732		**13,246**		13,246		13,246	
TOTAL	**105,304**	**164.6**	**112,974**	**174.6**	**112,924**	**174.6**	**112,924**	**174.6**

This page is purposely blank

Department of Environment

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management 119
Wildlife Management 122
Environmental Protection 125
Fisheries and Sealing 128
Parks and Special Places 131

APPENDICES

I. Financial Summary 134
II. Glossary of Acronyms Used 135

This page is purposely blank.

CORE BUSINESS

The Department of Environment (DOE) has the lead responsibility in the Government of Nunavut (GN) for ensuring the protection, promotion and sustainable use of natural resources in Nunavut through the management of the environment, wildlife, fisheries and parks. The department delivers a wide range of regulatory and program functions, and implements specific statutory and legal obligations of the GN, including a number of commitments under the *Nunavut Land Claims Agreement* (NLCA).

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, environmental protection, parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Corporate Management	4,277	**4,325**	4,325	4,325
Wildlife Management	11,373	**11,810**	11,810	11,810
Environmental Protection	1,854	**2,749**	2,749	2,749
Fisheries and Sealing	3,347	**3,461**	3,461	3,461
Parks and Special Places	1,502	**1,649**	1,649	1,649
TOTAL	**22,353**	**23,994**	**23,994**	**23,994**

All divisions are responsible for sector-specific program development and delivery as well as providing support for corporate management of the department.

Corporate Management

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division and the Corporate Services division.

The Directorate is responsible for overall management and direction of the Department of Environment and includes the offices of the Deputy Minister and Assistant Deputy Minister. The Directorate provides leadership to the department and ensures programs and services delivered by the department reflect the priorities of the government. The Directorate is also responsible for leading the incorporation of Inuit Societal Values into all department activities.

The Policy, Planning and Legislation division is responsible for integrating and coordinating policy, legislation development, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure effective communications within the department, the GN and with Nunavummiut, as well as with national and international audiences.

Corporate Services division provides overall support to the department and ensures that all programs and services are effectively managed. It ensures that the financial and human resources operations of the Department of Environment are carried out in accordance with the policies and procedures of the department and the GN.

Objectives

- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of our programs and services.
- Co-ordinate the departmental support of GN-wide priorities.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Directorate	705	**722**	722	722
The Directorate is responsible for overall management and direction of the Department of Environment.				
Policy, Planning and Legislation	1,101	**1,159**	1,159	1,159
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.				
Corporate Services	2,471	**2,444**	2,444	2,444
Corporate Services provides a full range of support services to the department in the areas of financial services and management, business planning, human resource services, staff development, retention and training.				
Total, Corporate Management	**4,277**	**4,325**	**4,325**	**4,325**

Priorities (2012-13)

- Finish review of all DOE programs to ensure that they are service oriented in terms of ease of access and utility for clients.
  Status: *The review of the DOE programs is ongoing; the department continues to ensure that its programs are accessible to the public.*

- Develop an orientation and awareness program on Inuit Societal Values for DOE staff.
  Status: *Worked with Culture & Heritage to develop an ISV orientation program, which was delivered to DOE staff in December 2012.*

- Continue to make staff training a priority.
  Status: *Staff training continues to be a DOE priority. DOE has invested significant resources towards the promotion of environmental leadership and best practices. In 2012 we focused on developing GN wide capacity for environmental assessment and delivered training to over 60 staff in 9 departments and agencies.*

- Re-evaluate the performance management template to ensure it advances the department's priorities.
  Status: *Department of Human Resources performance management template evaluation was competed 2011-12, which meets DOE's needs.*

- Complete implementation of the *Wildlife Act* and regulations.
  Status: *Finalized regulations package expected to come into force in July of 2013.*

- Promote national and international awareness of the Government's commitment to sustainable management of wildlife in partnership with our communities and wildlife management partners, incorporating the principles of both Inuit Qaujimajatuqangit and scientific knowledge.
  Status: *On-going. A comprehensive template to be used for national and international issues has been developed. Specific initiatives for high priority species like polar bear and seal have been delivered.*

Priorities (2013-14)

- Develop competency database for recording and tracking staff skills, training, technical skill sets and qualifications.

- Continue to enhance DOE employees' skill sets through training and development.

- Evaluate effectiveness of departmental communication strategy and enhance as necessary.

- Work with other wildlife and environmental co-management organizations to develop the next generation of environmental leaders through youth capacity-building.

- Complete implementation of the *Wildlife Act* and regulations.

Priorities (2014-15)

- Conduct a strategic review of the department's organizational structure in consideration of the changing pace of development and GN priorities.

- Provide field staff with training in the delivery of education and outreach programming.

- Evaluate the effectiveness of DOE staff orientation and training in the context of enhanced Inuit employment.

Priorities (2015-16)

- Provide financial and human resource training workshops for staff in decentralized offices of Igloolik, Pond Inlet, Kugluktuk and Arviat to improve financial management and human resource capacity.

- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.

- Review Inuit Employment Planning effectiveness and revise measures to achieve success.

- Development of educational resources for distribution nationally and internationally with emphasis on research and species management. The initial educational kits will include caribou, polar bear and ringed seal.

Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the NLCA.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimajangit, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Wildlife Operations	6,227	**6,370**	6,370	6,370

Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.

Wildlife Research 4,200 **4,384** 4,384 4,384

Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit societal values research. Development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with HTOs, Regional Wildlife Organizations, the NWMB, parks co-management committees, as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts and develops recommendations with respect to wildlife and wildlife habitat.

Community Harvesters Assistance Program (CHAP) 251 **251** 251 251

CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.

Hunters and Trappers Organizations 317 **317** 317 317

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Management Boards 223 **223** 223 223

This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.

Wildlife Community Support and Contributions 155 **265** 265 265

Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Beverly Qamanirjuaq Caribou Management Board, Canadian Cooperative Wildlife Health Centre, community hunts, and disaster compensation, wildlife damage prevention, and wildlife damage compensation.

Total, Wildlife Management **11,373** **11,810** **11,810** **11,810**

Priorities (2012-13)

- Develop options for improvements to contribution programs to enhance access to country foods.

Status: *Ongoing. Working with Nunavut Food Security Coalition on this important issue.*

- Implement electronic licensing system in conservation offices.
  Status: *Underway. In discussions with the GNWT to acquire a copy of their electronic licensing system which can be modified for usage in Nunavut.*

- Conduct community consultations for the establishment of polar bear management plan.
  Status: *Consultations to be completed by the end of March 2013.*

- Work with NTI, the Nunavut Wildlife Management Board, and the regional wildlife organizations on the development of coordinated hunter education programs, in order to preserve, maintain and promote traditional knowledge regarding wildlife and proper hunting practices.
  Status: *"Safety Manual for Harvesters of Fish & Wildlife in Nunavut" developed, posted to the DOE website and distributed to HTOs and Conservation Officers. Working with the Government of Northwest Territories to develop a draft hunter education program that will be adapted to Nunavut through a consultation process with co-management partners.*

- Establish an animal care committee that considers scientific information and Inuit knowledge and values.
  Status: *Underway. Initial discussions have been held at the staff level, but capacity issues have delayed movement on this priority.*

- Develop Peary Caribou Management Plan and a Species at Risk Act Recovery Strategy in collaboration with communities, Environment Canada, and the Government of the Northwest Territories.
  Status: *A draft Management Plan has been developed and consulted on with Qikiqtaalik communities. Pending input from those communities and potential participation from Kitikmeot communities the draft will be revised and redistributed for further review and input. Once consensus is reached the draft will be submitted to the NWMB for approval.*

Priorities (2013-14)

- Establish an animal care committee that considers scientific information and Inuit knowledge and values.

- Finalize grizzly bear management plan for Nunavut.

- Finalize polar bear management plan for Nunavut.

- Finalize inter-jurisdictional agreement on caribou with jurisdictions sharing caribou herds with Nunavut.
- Finalize muskox management plans for all Nunavut muskox populations.

- Continue working to develop Peary Caribou Management Plan and a Species at Risk Act Recovery Strategy in collaboration with communities, Environment Canada, and the Government of the Northwest Territories.

Priorities (2014-15)

- Consistent with the Caribou Management Strategy, develop and implement management planning initiatives for all caribou populations.
- Begin implementation of the polar and grizzly bear management plans.
- Update Operational Manuals for the operations section.

Priorities (2015-16)

- Undertake surveys of the M'Clintock Channel and Gulf of Boothia polar bear populations to estimate distribution and abundance.
- Explore options for increasing Inuit Employment in field officer positions.

Environmental Protection

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* (EPA) and the *Spill Contingency Planning and Reporting Regulations* and for carrying out all territorial government responsibilities in relation to the Nunavut Planning Commission under Article 11.3 of the *Nunavut Land Claims Agreement*. EPD also encourages implementation of over a dozen environmental guidelines, which are intended to assist government, industry and the public to come into and/or remain in compliance with the EPA.

Some of the key functions of the Environmental Protection Division include the following:

- Ensures the protection of the environment through compliance with the *Environmental Protection Act*, its regulations and guidelines.
- Monitors and investigates spills incidences involving hazardous materials (~150 incidents per year).
- Delivers environmental protection programs to the public, government and industry in a clear, consistent, efficient and professional manner.
- Undertakes preventative programs directed toward protecting the environment and mitigating any negative impacts resulting from human activity (industrial or domestic).
- Works with industry, government and the public to make certain that development projects will be undertaken in a manner that will minimize negative impacts on the environment.

- Provides expert advice and assistance to the development of legislative initiatives in order to promote environmental protection.
- Provide spill response training both in-house and to industry.
- Develop programs and initiatives related to climate change impacts to Nunavut.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Environmental Operations		868	**1,528**	1,528	1,528

The Environmental Protection Division is sub-divided into three sections: Pollution Control, Environmental Assessment and Land Use Planning, and Climate Change.

Environmental Operations is responsible for providing overall guidance and direction to the Division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department's environmental protection programs.

Pollution Control		563	**621**	621	621

The primary function of this section is enforcement of the EPA and its regulations. This entails environmental monitoring, inspections, investigations, spill response and, in extreme cases, enforcement action. Pollution Control is also responsible for developing and promoting pollution prevention activities, including environmental guideline development as well as providing direction to government, industry and the general public on hazardous materials management, spills/emergency response and legislative compliance

Environmental Assessment and Land Use Planning		283	**441**	441	441

This section is responsible for supporting DOE and the GN in the delivery of obligations under the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut's land and resource management boards to access the GN's expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section coordinates DOE's participation in the screening, environmental impact assessment and on-going monitoring of resource development projects in Nunavut. It coordinates GN responses to the Nunavut Planning Commission (NPC) in the development, review and approval of land use plans and planning policies that guide resource development in the territory; and supports the fulfillment of NLCA Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Sustainable Development Advisory Group.

Climate Change		140	**159**	159	159

The Climate Change section has been engaged in community-based adaptation strategies, which focus on how climate change will affect community infrastructure and traditional activities such as hunting and fishing, and how people can adjust to these changes. This entails extensive public meetings and working closely with the Federal Government, NGOs and other GN departments and agencies. This section also participates in scientific research and coordinates government responses to climate change issues.

Total, Environmental Protection	**1,854**	**2,749**	**2,749**	**2,749**

Priorities (2012-13)

- Develop a Spill Level II Course (Environmental Investigations for Enforcement Officers) for Nunavut.
  Status: *Ongoing. Foundation work including the development of a Compliance Strategy Manual is expected to be finalized by March 2013.*

- Develop a Nunavut Climate Change Adaptation Action Plan.
  Status: *It is anticipated that a first draft of the Action plan will be completed by March 2013. Elements of the plan, including the Climate Change Centre website, have been implemented.*

- Develop Used Oil and Waste Fuel Management Regulations.
  Status: *Developed an Environmental Guideline for Used Oil and Waste Fuel Management. Guidelines clarify the intent of the Environmental Protection Act and are useful tools in promoting and maintaining compliance.*

- Compile a Nunavut State of the Environment Report.
  Status: *Underway. Research and analysis has been completed and has being presented to co-management partners. The final report is expected to be completed by March 2013.*

- Coordinate implementation of the GN Climate Change Adaptation Strategy (Upagiaqtavut).
  Status: *Ongoing. Partnered with Federal agencies and Inuit organizations to build awareness of climate change impacts in Nunavut and to improve on our adaptation capacity. Developed Pan-Territorial "Extension Notes" which briefly describe individual initiatives being undertaken by respective governments and which will allow the three northern territories to share information on climate change adaptation activities. Homeowner's Guide to Permafrost in Nunavut is expected to be finalized by March 2013.*

Priorities (2013-14)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.

- Develop additional environmental guidelines to assist industry in complying with the Environmental Protection Act.

- Complete the development of the Nunavut Climate Change Adaptation Implementation Plan.

Priorities (2014-2015)

- Develop land use guidelines to assist industry in mitigating disturbance impacts to wildlife.

- Continue the development of the Spill Level II (Enforcement and Investigations) Course.

Priorities (2015-2016)

- Compile a new Nunavut State of Knowledge on the Environment Report to support land use planning and impact assessment.

- Begin delivery of the Spill Level II (Enforcement and Investigations) Course.

- Continue with the development and promulgation of Environmental Guidelines.

Fisheries and Sealing

The Fisheries and Sealing division focuses on developing viable and sustainable industries that will ensure all revenues and opportunities derived from territorial resources benefit Nunavummiut. The implementation of the Nunavut Fisheries Strategy is a priority.

The division works towards maximizing economic opportunities for Nunavummiut while upholding the principles of conservation and sustainability. It works in close collaboration with industry and other stakeholders to lobby for greater federal support, improved quota access and infrastructure development in support of Nunavut's emerging fishing industry. A key activity is building and developing partnerships with other organizations and other levels of government to support fisheries in Nunavut.

Objectives

- Encourage and support viable, sustainable fishery, sealing and fur sectors in cooperation with stakeholders.
- Promote a clear understanding of the development potential of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests at international, federal, provincial and territorial levels.

Programs	Budget ($000)	2012-13	2013-14	2014-15	2015-16
Division Operations		1,825	**1,939**	1,939	1,939
The Fisheries and Sealing division operations oversees program delivery, acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities, and supports human resource development for the sectors. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development. Also included is support for the division's science and research activities, including the operation of the research vessel.					
Commercial Fisheries Freight Subsidy		190	**190**	190	190
This program subsidizes the freight costs for the product of commercial fishers and harvesters to allow them to be competitive with producers from outside Nunavut.					
Fisheries Diversification Program		525	**525**	525	525
The Fisheries Diversification program provides financial assistance to Nunavut's fishing and sealing industries and assists with the growth of emerging fisheries and sealing opportunities. The program supports research and development initiatives that are of long-term, industry-wide benefit, and contributes to businesses, organizations and individuals with viable fisheries development and diversification initiatives.					
Fur Pricing Program		645	**645**	645	645
The Fur Pricing program ensures harvesters are provided fair and timely compensation by providing a set minimum price for seals, advance payments for long fur species and additional payments to reflect the final price at market, when market prices allow. The program encourages the full use of skins from the traditional harvest that are surplus to household use.					
Nunavut Fisheries Training Consortium Program		150	**150**	150	150
The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists the Inuit of Nunavut to obtain maximum employment and economic benefits from the development of a Nunavut based fishing industry.					
Fur Institute		12	**12**	12	12
This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.					
Total, Fisheries and Sealing		**3,347**	**3,461**	**3,461**	**3,461**

Priorities (2012-13)

- Initiate inshore fisheries projects in all regions.
  Status: *Division has been supporting research work on turbot and char in the Baffin region and char in the other regions. In addition, the Division is undertaking research on gear types to support inshore shellfish development in communities throughout Nunavut.*

- Review sports and recreational fishing in Nunavut.
  Status: *Work has been completed on the assessment of Nunavut data from the 2010 Recreational Fishery Survey. The Division is working with Nunavut Tourism on marketing and branding initiatives for this sector.*

- Conduct assessment of the need for fish processing and handling regulations for Nunavut.
  Status: *A preliminary assessment will be completed by March 2013.*

- Continue with the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.
  Status: *Major research initiatives under the Nunavut Fisheries Science and Research Agenda have continued in 2012-13. External funding has been secured for implementation of the Nunavut Seal and Long Fur Branding and Marketing Initiative and implementation of the new computerized Fur Tracking System is nearing completion. Progress is being made on the recreational fisheries component of the Nunavut Fisheries Branding and Marketing Initiative.*

Priorities (2013-14)

- Support the development of new commercial inshore fishery opportunities in all regions.

- Complete the final year of the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.

- Undertake a needs analysis to identify future science and research priorities, and branding, marketing and training priorities for the fishery and sealing and long fur sectors.

- Complete assessment of the need for fish processing and handling regulations for Nunavut.

Priorities (2014-15)

- Based on the needs analysis completed in 2013-14, support identified science and research priorities and branding, marketing and training priorities for the fishery and seal and long fur sectors.

- Continue to support the research and development of new commercial inshore fishery opportunities throughout the territory.

Priorities (2015-16)

- Implement the science and research priorities identified in the needs analysis and develop a new Fisheries Science and Research Agenda to focus activities in upcoming research seasons.

- Continue to support the research and development of new commercial inshore fishery opportunities throughout the territory and conduct a needs assessment for this sector of the fishery.

Parks and Special Places

The Parks and Special Places division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut's territorial parks and special places.

Nunavut's parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities through Inuit societal values.

Parks and Special Places, through the Umbrella Inuit Impact and Benefits Agreement (IIBA) for Territorial Parks and the NLCA, are planned and managed jointly and are founded on sound and comprehensive resource information, *Inuit societal values,* local and scientific knowledge, and current technological and geospatial information.

Objectives

- Protect and conserve the integrity Nunavut's natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut's Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of the natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Program Development	351	**351**	351	351

Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the 'Katjaqnaaq' brand; advising on park feasibility, planning and management, and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.

Operations and Planning	1,006	**1,153**	1,153	1,153

Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and Heritage Rivers.

Geospatial Information and Land Tenure	145	**145**	145	145

Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division's Geographic Information System (GIS); maintaining accurate land tenure and descriptions for parks and special places; management and maintenance of the department's geospatial database; and provision of geographic information system products and services to the division, the department, other GN departments, and to external clients.

Total, Parks and Special Places	**1,502**	**1,649**	**1,649**	**1,649**

Priorities (2012-13)

- Complete Feasibility studies for a Territorial Park in Arviat.
  ***Status**: Underway. Background study completed.*

- Complete consultations and development of an Interpretive Plan for Kugluk/Bloody Falls Territorial Park in Kugluktuk.
  ***Status**: First round of community consultations completed in November 2012. Expected completion date for plan is March 2013.*

- Commence consultation, research and plans for site and possible facility development along the Thelon and Kazan rivers in keeping with their Canadian Heritage Management Plans.
  ***Status**: Two site reconnaissance trips have been completed; further developments have been delayed due to Heritage Rivers IIBA on-going negotiations.*

- Commence discussions with the community of Kimmirut on the development and interpretation of the HBC Boat Works facility and program.
  ***Status**: Discussions have commenced with the HBC in Winnipeg regarding the purchase or lease of land and building. Resource file for site interpretation has been completed.*

- Complete feasibility studies for a possible Territorial Park on Axel Heiberg Island. ***Status:*** *Feasibility Study has been completed with input from both Resolute Bay and Grise Fiord.*

Priorities (2013-14)

- Complete Feasibility studies (Cultural Landscape Resource Inventory) for a Territorial Park in Arviat.
- Implement Interpretive Plan for Kugluk/Bloody Falls Territorial Park in Kugluktuk.
- Complete negotiations for an Umbrella Inuit Impact and Benefits Agreement (IIBA) for Canadian Heritage Rivers in Nunavut.
- With the support of residents from Kugaaruk and Baker Lake, develop formal Nomination Document for Utkuhiksalik (Back) River and present to the Canadian Heritage Rivers Board for consideration.
- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
- Complete facility design and specifications for cabins and camping facilities associated with Nunavut's Canadian Heritage Rivers.
- Investigate alternative energy systems for use in territorial parks.

Priorities (2014-15)

- Based on previously completed background studies develop options for the possible protection of Napartulik on Axel Heiberg Island.
- Complete Orientation and Training of Nunavut Co-Management Committee in keeping with Umbrella Territorial Parks IIBA.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.

Priorities (2015-16)

- Complete Cultural Landscape Resource Inventory Study for Napartlulik (Axel Heiberg) proposed park.
- Complete a Management Plan for Utkuhiksalik (Back) River and submit to the Canadian Heritage Rivers Board.
- Complete Legal Description for Sanikiluaq and Clyde River Parks.

Appendix I: Financial Summary

Branch	**2012 – 2013 Main Estimates**		**2013 – 2014 Main Estimates**		**2014 – 2015 Planned**		**2015 – 2016 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
CORPORATE MANAGEMENT								
Compensation and Benefits	3,105	25.0	**3,253**	**25.0**	3,253	25.0	3,253	25.0
Grants and Contributions	–		**25**		25		25	
Other O&M	1,172		**1,047**		1,047		1,047	
Subtotal	4,277		**4,325**		4,325		4,325	
PROGRAM MANAGEMENT								
Compensation and Benefits	10,945	99.5	**11,816**	**103.5**	11,816	103.5	11,816	103.5
Grants and Contributions	1,893		**2,003**		2,003		2,003	
Other O&M	5,238		**5,850**		5,850		5,850	
Subtotal	18,076		**19,669**		19,669		19,669	
TOTAL	**22,353**	**124.5**	**23,994**	**128.5**	**23,994**	**128.5**	**23,994**	**128.5**

Appendix II: Glossary of Acronyms Used

CHAP	Community Harvesters Assistance Program
DOE	Department of Environment
GN	Government of Nunavut
HTO	Hunters and Trappers Organization
IEP	Inuit Employment Plan
IIBA	Inuit Impact and Benefit Agreement
INAC	Indian and Northern Affairs Canada
NIRB	Nunavut Impact Review Board
NLCA	Nunavut Land Claims Agreement
NPC	Nunavut Planning Commission
NTI	Nunavut Tunngavik Inc.
NWMB	Nunavut Wildlife Management Board

This page is purposely blank.

Department of
Community and Government Services

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Advisory and Administrative Services 137
Community Support Services 139
Government Services 143
Protection Services 145
Capital Planning and Technical Services 147
Petroleum Products 150

APPENDIX

Financial Summary 152

This page is purposely blank.

CORE BUSINESS

The Department of Community and Government Services focuses on following six lines of core business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Advisory and Administrative Services	8,943	**9,331**	9,331	9,331
Community Support Services	15,516	**15,846**	15,846	15,846
Municipal Transfer Payments	56,789	**61,066**	61,441	61,441
Government Services	73,306	**77,884**	80,334	80,454
Protection Services	5,606	**5,721**	5,721	5,721
Capital Planning and Technical Services	33,838	**38,549**	39,209	41,527
Petroleum Products *	-	-	-	-
TOTAL	**193,998**	**208,397**	**211,882**	**214,320**

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarters and regional operations.

Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

Programs	**Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Directorate		1,427	**1,480**	1,480	1,480
Consists of the Deputy Minister's Office, Assistant Deputy Minister's Office as well as special advisors. Provides senior support to the Minister's office.					
Policy and Procedures		672	**711**	711	711
Provides policy and legislative support for the senior managers and Minister.					
Corporate Services		3,950	**4,123**	4,123	4,123
Provides financial management, accounting and administrative services for the department.					
Regional Offices		2,115	**2,202**	2,202	2,202
Coordinates program and service delivery to communities through regional offices.					

Support Services	779	**815**	815	815

Provides Human Resources services as well as providing internal procedural administrative services for the department.

Total, Advisory and Administrative Services	**8,943**	**9,331**	**9,331**	**9,331**

Priorities (2012-13)

- Develop an infrastructure plan for Nunavut to address the existing deficit in infrastructure.
  Status: *CGS has been working to populate and update the asset management database (ReCAPP) and the Integrated Community Sustainability Plans (ICSP). This information will provide an assessment of the existing infrastructure deficit and will form the basis of the infrastructure plan for Nunavut. A draft plan is expected by March 31, 2013.*

- Develop a long-term financing plan for implantation of the infrastructure plan.
  Status: *CGS has participated in bilateral discussions with Infrastructure Canada to discuss future infrastructure programs for Nunavut and have also examined other funding opportunities such as Public-Private-Partnerships. Discussions with the Department of Finance will continue for the development of a comprehensive financing plan to address the infrastructure priorities in Nunavut.*

- Complete an analysis of the economic impact of Nunavut infrastructure development on Nunavut and the rest of Canada.
  Status: *Preliminary discussions with the Department of Finance are underway to assess the economic impact infrastructure investments have on Nunavut and the rest of Canada. Discussions that are more detailed will commence when the long-term infrastructure plan is finalized.*

- Develop an advocacy plan to seek capital funding from the Government of Canada to support implantation of infrastructure plan.
  Status: *CGS is working closely with the Nunavut Community Infrastructure Advisory Committee (NCIAC), municipal representatives, and other stakeholders to advocate for targeted infrastructure funding to address the unique infrastructure needs in Nunavut. A broad group of stakeholders met with Infrastructure Canada officials in July 2012 in Iqaluit to discuss the potential framework of future federal infrastructure programs.*

- Propose amendments to the *Lotteries Act* and Regulations as required.
  Status: *CGS has reviewed the Lotteries Act and identified that no amendments are required at this time.*

- Review the *Fire Prevention Act*.
  Status: *Technical changes to the Fire Prevention Act and its regulations will be required as a result of the new Building Codes Act coming into force. The department has begun working with the Department of Justice and Municipalities to develop options for future consideration.*

- Propose amendments to the *Consumer Protection Act*.
  Status: *Amendments to the Consumer Protection Act were approved during the June 2012 sitting of the Legislative Assembly.*

Priorities (2013-14)

- Propose amendments to the *Fire Protection Act* recommended by review in previous years.

Priorities (2014-15)

- Finalize and implement consumer affairs public relations campaign.

Priorities (2015-16)

- Bring forward amendments to the *Consumer Protection Act* as recommended by prior review.

Community Support Services

Community support services develops community capacity through partnerships and training programs for elected officials and municipal staff. It assists communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Consumer Affairs advises citizens and businesses of their rights and obligations and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

Community Planning and Lands is responsible for administering Commissioner's Land in accord with the *Commissioner's Land Act* and the *Nunavut Land Claims Agreement*, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Community Development	3,589	**3,720**	3,720	3,720

Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.

Municipal Training Grant 170 **170** 170 170
Facilitates the development and delivery of municipal training initiatives in Nunavut.

Community Development Fund 1,120 **1,120** 1,120 1,120
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.

Community Planning and Lands 3,234 **3,336** 3,336 3,336
Provides community planning, mapping, property assessments and land administration services. Supports communities in developing Community Sustainability Plans.

Technical Professional Studies Program 80 **80** 80 80
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs of Fire Fighting, Training and Prevention, and Land Administration.

Senior Citizen and Disabled Persons Tax Relief 60 **75** 75 75
Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.

Nunavut Association of Municipalities 135 **135** 135 135
Financially assists the association representing Nunavut municipalities.

Nunavut Leader's Forum Funding 100 **100** 100 100
Facilitates community leadership meetings in Nunavut.

Community Asset Protection Program 850 **850** 850 850
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.

Consumer Affairs 307 **319** 319 319
Provides consumer protection services, lottery and business licensing.

Municipal Funding Policy 41,993 **46,193** 46,568 46,568
Allocates core funding that assists community governments to deliver municipal programs and services.

Water and Sewage Funding Program 7,256 **7,256** 7,256 7,256
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.

Grant in Lieu of Taxes 2,549 **2,949** 2,949 2,949
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.

Community Transfer Initiative 2,491 **2,155** 2,155 2,155
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.

Mobile Equipment Block Funding 2,500 **2,513** 2,513 2,513
Provides annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.

Sport and Recreation Administration 1,937 **2,007** 2,007 2,007

Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.

Sport and Recreation
Grants & Contributions 3,934 **3,934** 3,934 3,934
The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as technical development, sport development, sport events games funding, on-going community-based physical activity initiatives and sport and recreational activities and programs.

Total, Community Support Services	**72,305**	**76,912**	**77,287**	**77,287**

Priorities (2012-13)

- Develop options and present recommendations for improved municipal funding.
  Status: *New Municipal Funding Formula developed and will be included in 2013/2014 Main Estimates.*

- Continue to work with communities and GN departments to finalize a strategic plan to address maintenance of community and government assets.
  Status: *Assessments of all assets were completed in 2012. A plan to address those needs will be developed based on Priority of need. A maintenance manual is in process of second draft to address the procedures for dealing with Maintenance across the territory.*

- Implement signage strategy relative to language needs in communities to meet the *Inuit Language Protection Act*.
  Status: *The Uqausivut Implementation Plan has been approved and will provide $1.3 million to Municipalities for implementing the signage strategy in fiscal year 2013/2014.*

- Review implementation and delivery of Sport, Recreation and Physical Activity Strategic Plan.
  Status: *Information gathering is underway to be completed by March 31, 2013*

- Identify and review additional leadership resources for access at the community, regional and territorial level.
  Status: *Resource packages were completed and distributed to stakeholder groups in September 2012. Sport Organizations (6) completed strategic plans in sessions coordinated by the division.*

- Investigate alternative funding sources for Sport and Recreation programs and initiatives including lottery revenues.
  Status: *Terms of Reference under development review to be completed by March 31 2012.*

Priorities (2013-14)

- Develop a strategic plan for addressing maintenance of community and government assets.
- Review revised delivery model for Sport, Recreation and Physical Activity through internal review.

- Review leadership programming for aquatics, recreation facility operations and volunteerism at community, regional and territorial levels through internal review.

- Prepare Team Nunavut for participation in the 2014 Arctic Winter Games and the 2014 North American Indigenous Games.

Priorities (2014-15)

- Implement a strategic plan for addressing maintenance of community and government assets.

- Continue to work with communities on issues around land development and accessibility of land for residential and commercial buildings.

- Prepare Team Nunavut for participation in the 2014 North American Indigenous Games in Regina, Saskatchewan.

- Prepare Team Nunavut for participation in the 2015 Canada Winter Games in Prince George, British Columbia.

Priorities (2015-16)

- Coordinate Team Nunavut's participation in the 2016 Arctic Winter Games (Sermosooq, Greenland).

Government Services

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, procurement and records management. Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Telephone Systems (Voice and Video)	4,542	**12,201**	14,538	14,754
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network and the Satellite Network that supports the Core Business Network of the GN.				
Information Planning and Services	18,291	**13,457**	13,420	13,164
Provides the Government of Nunavut with information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models and schemas. Provides systems development, operations and support for computer hardware and software applications aligned with that architecture.				
Computer Award Program Grant in Kind	25	**25**	25	25
Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.				
Informatics Cooperative Training Program	240	**240**	240	240
To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce.				
Property Services	12,808	**12,827**	12,827	12,827
Manages GN office space, administers leases and is responsible for disposal of real property assets.				
Utilities Management	34,312	**34,890**	34,890	34,890
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Procurement, Contract Support, and Logistics Services	2,567	**3,700**	3,850	4,010
Provides centralized purchasing services for all government departments' goods, services and logistical requirements. Manages the procurement of a wide range of goods and provides				

expertise in contracting and financial procedures of this operation. Provides expertise in the preparation of tenders and contracts for a variety of activities including construction, freight and consulting services for all government departments.

Records Management	521	**544**	544	544

Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Total, Government Services	**73,306**	**77,884**	**80,334**	**80,454**

Priorities (2012-13)

- Develop a telecommunications plan, in partnership with other stakeholder, to improve telecommunications services, reduce the barriers created by geographic distances between our communities, and establish a standard access and service comparable to that enjoyed by most Canadians
  Status: *The government of Nunavut is currently working on the second phase of its network upgrade project. Part of these upgrades will be working with other departments to gather business requirements to ensure that all needs are met. The government of Nunavut is also involved with the Northern Communications Information Systems - Working Group (NCIS-WG) with many mandates related to improvements of communications in the north.*

- Update Records Management Policy.
  Status: *CGS IPS is in the process of updating and adding several policies which will include a revised Records Management Policy. These policies should be completed by the end of fiscal year.*

- Work with the Government Liaison Office to finalize a Call Centre strategy and implementation plan.
  Status: *CGS has recently completed an upgrade to the phone system that will allow a more efficient central call center. CGS will work closely with EIA to establish a project team and gather the requirements and define a schedule for this initiative.*

- Begin implementation of the Information and Communications Technologies GN Strategy.
  Status: *Following the direction of the ICT Strategic Plan, IPS has developed a governance committee to work with IPS on project analysis and priority. In addition, this committee has become a valuable vehicle for sharing information between departments concerning Information Technology and Information Management.*

- Develop an implementation plan for the GN records management functional classification system.
  Status: *CGS is gathering all the business requirements and information necessary to work on the functional classification system for all GN Departments. In addition to gathering these requirements the GN is looking to the GNWT who has recently completed a very similar*

project. *Using the lessons learned from the GNWT the GN will use a phased approach and more realistic deliverable for each phase.*

- Finalize and implement office space strategy for Nunavut.
  Status: *A consultant's report will be ready in April 2013 to address the needs of office space due to the restructuring of several departments. The office Space Strategy is being developed and is planned to be finalized in Fall 2013.*

- Complete upgrade to Municipal Area Network (MAN) infrastructure and facilitate staff training on the new Wide Area, Municipal Area and Local Area network functionality.
  Status: *The formal completion of the first phase of the network upgrade project was completed March 31, 2012. This included upgrades to Municipal Are Networks (MAN) Wide Area Networks (WAN) and Local Area Networks (LAN). A second phase to complete the fiber connections to the remaining buildings, structured cabling upgrades, telephony upgrades and wireless capabilities will begin in 2013.*

Priorities (2013-14)

- Continue to implement the Information and Communications Technologies GN Strategy.
- Implement the plan for the GN records management functional classification system.
- Finalize Office Space Strategy and implementation plan.

Priorities (2014-15)

- Continue to implement the Information and Communications Technologies GN Strategy.
- Implement the plan for the GN records management functional classification system.
- Continue to implement office space strategies.

Priorities (2015-16)

- Review functionality of the existing GN network.

Protection Services

Protection Services is responsible for the Office of the Fire Marshal, Emergency Measures Organization (EMO) and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The division is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

Programs **Budget ($000)**	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Emergency Management Organization	876	**907**	907	907
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.				
Search and Rescue	550	**550**	550	550
Serves to enhance community-based search and rescue (SAR) capability and preparedness across Nunavut. The program provides SAR Training to Search and Rescue Organizations (SARO), assistance with certain SARO Equipment, as well as communications systems.				
Fire Marshal's Office	1,318	**1,362**	1,362	1,362
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.				
Fire Protection Strategy	1,795	**1,795**	1,795	1,795
Provides for implementation of the Nunavut Fire Protection Strategy.				
Inspection Services	1,067	**1,107**	1,107	1,107
Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.				
Total, Protection Services	**5,606**	**5,721**	**5,721**	**5,721**

Priorities (2012-13)

- Draft policy and Standard Operating Procedures related to emergency measures and for the *Fire Prevention Act.*
  Status: *Standard Operating Procedures for inspections for the Fire Prevention Act is completed and fully implemented. The Guidance document developed for Emergency Measures covers the need for Standard Operating Procedures.*

- Implement policy on emergency measures.
  Status: *The draft Territorial emergency plan and the CGS emergency plan (including three regional CGS components) have been shared with all departments for formal approval. Once complete, the policy can be finalized.*

- Practice the Territorial Emergency Plans developed with communities.
  Status: *Major exercises are currently underway to test the plans in each of the regions. The three exercises were completed in 2012.*

- Roll out Standard Operating Procedures related to the *Fire Prevention Act.*

Status: *Staff is currently working with the municipalities to make required changes to municipal by-laws in order to implement Standard Operating Procedures related to the Fire Prevention Act.*

Priorities (2013-14)

- Draft revisions to the Fire Prevention and the Technical Standards and Safety Acts and regulations so that that complies with to the provisions in the new Building Codes Act.
- Implement a new inspection and training program for elevator inspections.

Priorities (2014-15)

- Review acts and regulations in relation to the new *Building Code Act*.

Priorities (2015-16)

- Propose a draft critical infrastructure protection plan.

Capital Planning and Technical Services

Capital Planning supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee to support their identification of community capital infrastructure plans and priorities. Capital Planning is directly responsible for the successful implementation, management and reporting required under the New Deal for Cities and Communities and the Municipal Rural Infrastructure Program. Capital Planning supports communities in developing Community Sustainability Plans.

Technical services for capital infrastructure are provided to communities and government departments. In addition, infrastructure projects are reviewed for compliance with relevant public health and safety, environmental standards, codes and regulations during the design and construction stages and monitored for compliance thereafter.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Capital Program	2,196	**2,285**	2,285	2,285
Develops the departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.				
Technical and Project Support Services	3,103	**2,802**	2,802	2,802
Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion.				

Regional Project Management	3,395	**3,537**	3,537	3,537

Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.

Building Maintenance	24,981	**28,469**	29,129	31,447

Operates and maintains government leased and owned facilities on behalf of client departments for their program delivery operations, through general maintenance, emergency maintenance and minor works projects.

Project Management Office	163	**1,456**	1,456	1,456

Develops the project management process manual, assists in the capital planning process and establishes ongoing training sessions to build greater capacity in the Project Management Unit.

Total, Capital Planning and Technical Services	**33,838**	**38,549**	**39,209**	**41,527**

Priorities (2012-13)

- Draft a facilities maintenance plan to focus on maintenance management for all GN facilities and community infrastructure.
  Status: *A Maintenance Plan Manual is in process of second draft to address the procedures for dealing with Maintenance across the territory in a consistent fashion.*

- Continue to explore P3 opportunities for infrastructure.
  Status: *CGS continues to explore all opportunities for infrastructure funding – including Public-Private Partnerships (P3). A P3 model was applied to the Iqaluit Airport project and a similar model is presently being investigated by CGS to address solid waste infrastructure for all communities. The feasibility of P3 for other infrastructure initiatives will continue to be examined.*

- Continue to implement the new capital planning process.
  Status: *The new capital planning process places emphasis on a more rigorous preplanning phase to define program requirements, project scope, and total cost of ownership. Having detailed information will provide justification for project inclusion in the 5-year capital plan and will help projects be delivered on time and on budget, greatly reducing capital carryovers. CGS is presently working with Finance to implement the new capital planning process for the next planning cycle.*

- Continue to work on legislation to adopt the National Building Code.
  Status: *The Building Code Act, which allows for the adoption of the National Building Code, received assent in June 2012.*

- Continue to work towards improved building practices in the north, including phased implementation of the Nunavut Energy Strategy, investigate the Leadership in Energy and

Environmental Design (LEED) Program and review and update the GN Good Building Practice for Northern Facilities.
Status: *RFP for LEED feasibility study is under development. The purpose is to acquire professional opinion regarding practicality of pursuing LEED NC certification in Nunavut Internal review (within Technical Support) of existing Good Building Practices Guidelines document is completed. This document has been sent for review and feedback to Project and Asset Management and as well to Protection Services.*

- Review facilities strategic maintenance plan with departments and draft implementation plan.
  Status*: Departments are being consulted in the development of the Strategic maintenance plan. Upon completion of the draft, it will seek approval from the GN departments.*

- Implement a granular management program with Hamlets.
  Status: *A granular pilot project is presently underway in Kugluktuk which will examine the feasibility of a Hamlet-run operation to blast, crush and administer a granular program. As part of this pilot, a business case and operational guideline are being developed. This operational model will be refined and rolled-out to other pilot communities in the Qikiqtaaluk and Kivalliq regions with the intent to become a granular management program for Nunavut.*

- Continue environmental work plan under the Municipal Wastewater Effluent strategy under the mandate of the Canadian Council of Ministers of the Environment (CCME).
  Status: *Dalhousie research into the performance of wastewater facilities in Nunavut is continuing. Two additional study sites (Pangnirtung and Clyde River) have been added to investigate additional forms of wastewater treatment presently employed in Nunavut. The study will provide preliminary recommendations for the development of appropriate effluent quality standards for Nunavut and the Far North by January 2014.*

Priorities (2013-14)

- Continue to explore P3 opportunities for infrastructure.

- Continue to implement the new capital planning process including implementing a 20 year territorial capital plan.

- Finalize the granular management program for future program delivery.

Priorities (2014-15)

- Implement Water Monitoring Committee training that identifies community needs.

- Continue to work with the Nunavut Water Board and AANDC for licensing compliance in the Territory.

- Continue environmental work plan under the Municipal Wastewater Effluent strategy under the mandate of the Canadian Council Ministers of the Environment (CCME).
- Continue to implement granular management program.

- Roll-out a web-based tool to facilitate the access and updating of Integrated Community Sustainability Plans (ICSP).

Priorities (2015-16)

- Continue to engage and consult with communities in capital planning process by utilizing ICSP online database.
- Continue development and refinement of a long-term infrastructure plan for Nunavut.

Petroleum Products Division

Petroleum Products acquires, transports, stores and distributes petroleum products to those communities in Nunavut that are not serviced by the private sector. The division is responsible for cost effective supply and delivery of fuel products to all Nunavut communities in a safe, efficient and environmentally responsible manner.

Petroleum Products has the responsibility for the supply and transportation of petroleum products in communities. Government has the authority for establishing the retail price in these communities. The program's operating costs are financed through the Petroleum Products Revolving Fund that provides the resources to purchase and distribute the fuel consumed annually in the communities.

Priorities (2012-13)

- Implement the plan for deploying the new software technology for all communities.
  Status: *An RFI has been tendered.*
- Identify critical assets in the Capital Plan that require replacement.
  Status: *Conditional assessment of assets has taken place and critical assets that require replacement has been identified. This will be integrated into the Capital Plan.*

Priorities (2013-14)

- Continue to implement the 10-year strategic plan.
- Finalize the implementation of the new software technology in all communities.

Priorities (2014-15)

- Provide training on new PPD Software technology.

Priorities (2015-16)

- Study the introduction of Liquid Natural Gas as an energy source for Nunavut electricity generation.
- Continue with apprenticeship training program.

Appendix 1: Financial Summary

Branch	2012-2013 Main Estimates		2013-2014 Main Estimates		2014-2015 Planned		2015-2016 Planned	
	$000	PYs	$000	PYs	$000	PYs	$000	PYs
DIRECTORATE								
Salary	7,568	65	**7,956**	**64**	7,956	64	7,956	64
Grants & Contributions	-		**-**		-		-	
Other O&M	1,375		**1,375**		1,375		1,375	
Subtotal	8,943		**9,331**		9,331		9,331	
COMMUNITY SUPPORT AND OPERATIONS								
Salary	6,792	55	**7,107**	**55**	7,107	55	7,107	55
Grants & Contributions	63,238		**67,530**		67,905		67,905	
Other O&M	2,275		**2,275**		2,275		2,275	
Subtotal	72,305		**76,912**		77,287		77,287	
GOVERNMENT SERVICES								
Salary	7,787	69	**8,292**	**69**	8,292	69	8,292	69
Grants & Contributions	265		**265**		265		265	
Other O&M	65,254		**69,327**		71,777		71,897	
Subtotal	73,306		**77,884**		80,334		80,454	
PROTECTIVE SERVICES								
Salary	2,348	20	**2,463**	**20**	2,463	20	2,463	20
Grants & Contributions	2,295		**2,295**		2,295		2,295	
Other O&M	963		**963**		963		963	
Subtotal	5,606		**5,721**		5,721		5,721	
CAPITAL PLANNING AND TECHNICAL SERVICES								
Salary	13,281	117	**14,234**	**122**	14,234	122	14,234	122
Grants & Contributions	-		**-**		-		-	
Other O&M	20,557		**24,315**		24,975		27,293	
Subtotal	33,838		**38,549**		39,209		41,527	
PETROLEUM PRODUCTS								
Salary	-	30	**-**	**30**	-	30	-	30
Grants & Contributions	-		**-**		-		-	
Other O&M	-		**-**		-		-	
Subtotal	-		**-**		-		-	
TOTAL	**193,998**	**356**	**208,397**	**360**	**211,882**	**360**	**214,320**	**360**

Department of Economic Development and Transportation

Business Plan

2013-2016

This page is purposely blank.

TABLE OF CONTENTS

CORE BUSINESS

Corporate Management 153
Tourism and Cultural Industries 158
Minerals and Petroleum Resources 160
Transportation Policy and Planning 164
Motor Vehicles 166
Nunavut Airports 168
Iqaluit International Airport 169
Community Operations 170

APPENDICES

Financial Summary 174

This page is purposely blank.

CORE BUSINESS

The scope of responsibility for the department includes local, regional and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for people, goods and services for all Nunavummiut in all communities. The department works in collaboration with other Government of Nunavut departments and the public agencies to fulfill these responsibilities, and uses a cooperative and partnership approach when acting on departmental initiatives. The department is committed to developmental activities that are sustainable and support traditional livelihoods. The department concentrates on eight lines of core business:

	Budget ($000)			
	2012-13	**2013-14**	**2014-15**	**2015-16**
Corporate Management	12,485	**13,911**	13,911	13,911
Tourism and Cultural Industries	4,116	**4,158**	3,763	3,763
Minerals and Petroleum Resources	2,782	**2,858**	2,858	2,858
Transportation Policy and Planning	1,523	**1,574**	1,574	1,574
Motor Vehicles	2,055	**2,116**	2,116	2,116
Nunavut Airports	15,203	**15,633**	15,633	15,633
Iqaluit Airports	5,499	**5,576**	5,576	5,576
Community Operations	15,054	**15,251**	15,251	15,251
TOTAL	**58,717**	**61,077**	**60,682**	**60,682**

Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of *Tamapta/ᑕᒪᑦᑕ: Building our Future Together 2009 - 2013*, Inuit societal values and the Inuit Employment Plan. Corporate Management provides:

- Information and support to the Minister's office;
- Policy, planning and communications;
- Financial and human resource management; and,
- Accounting and administrative services for headquarters and community operations.

Objectives

- To advise government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Tamapta* priorities.
- To harmonize departmental strategies, programs and projects with Government of Nunavut-wide strategies and objectives.

- To gather the information and undertake the research required to make informed policy decisions.
- To collaborate with organizations and other levels of government working on economic development in Nunavut.
- To support each division in the department to achieve its objectives and strategic priorities.
- To ensure a culturally appropriate and respectful workplace for staff by providing quality training and development opportunities and maintaining open communications across the department.
- To provide sound fiscal management to the department, including the delivery of contribution programs that are fully accountable and produce measurable results.
- To ensure implementation of the *NNI Policy* across the Government of Nunavut, and support the operations of the bodies created by the *NNI Policy*.
- To coordinate GN participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- To oversee the work of the GN membership of the Nunavut General Monitoring Steering Committee with AANDC, NPC and NTI.
- Coordinate energy and climate change mitigation policy and activities across GN departments, territorial corporations and agencies as well in Federal/Provincial/Territorial forums.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Directorate	2,954	**2,583**	2,583	2,583
The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of *Tamapta/ᑕᒪᑉᑕ: Building our Future Together*, Inuit societal values and other Government of Nunavut strategies.				
Finance & Administration	2,396	**2,353**	2,353	2,353
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.				
Policy, Planning & Communications	1,058	**1,110**	1,110	1,110
Policy, Planning, and Communications division undertakes policy development, provides planning support and advice, and effective internal and external communications for the department.				

***Nunavummi Nangminiqaqtunik Ikajuuti* (*NNI*) Secretariat** 659 **682** 682 682

The *NNI* Secretariat is responsible for the facilitation, coordination and implementation of the *NNI Policy* and is the chief advocate for this policy in the Government of Nunavut. The goal of the *NNI Policy* is to ensure and promote long-term economic development in Nunavut by maximizing the participation of Nunavut residents, with the focus on Inuit, both in the general workforce and on government-funded projects.

Energy Secretariat **0** **707** 707 707

The Energy Secretariat is responsible for the implementation of the energy strategy to address the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and develop options and recommendations on territorial energy policy and coordinate GN action on Cabinet-level energy decisions.

Community Economic Development Officer Training 50 **50** 50 50

The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program provides support for regional training workshops sponsored by the department and for the delivery of training courses in communities.

Nunavut Broadband Development Corporation 300 **300** 300 300

The Nunavut Broadband Development Corporation receives core funding to operate as an independent advocate and key resource organization for Arctic Information and Communication Technology (ICT) innovation, policy research and development.

Nunavut Economic Developers Association 225 **225** 225 225

The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.

Nunavut Economic Forum 50 **50** 50 50

Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and the Canadian Northern Economic Development Agency, to support coordination of the implementation and renewal of the *Nunavut Economic Development Strategy*.

Nunavut Strategic Opportunities Fund 25 **25** 25 25

The Nunavut Strategic Opportunities Fund supports improvements in the delivery of business services and sector development initiatives that create employment and other economic opportunities in the territory.

Nunavut Business Credit Corporation	600	**600**	600	600

The Nunavut Business Credit Corporation is a territorial corporation that supports and promotes economic growth, development and employment in Nunavut through investment in Nunavut businesses. The Corporation provides a combination of accessible financing and micro-financing support for higher risk entrepreneurial ventures. Included in this financing are term loans, loan guarantees and contract security bonding to enterprises that cannot obtain the necessary financing from other traditional financial institutions.

Nunavut Development Corporation	3,188	**3,358**	3,358	3,358

The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns nine subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. NDC also provides an Inuit art marketing service supporting the promotion of Inuit art both domestically and abroad.

Country Food Distribution	980	**1,868**	1,868	1,868

Part of the Government of Nunavut's poverty reduction efforts, this initiative will support innovation in food storage technology, the construction of facilities for storage and distribution of traditional food, including community freezers and community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

Total, Corporate Management	**12,485**	**13,911**	**13,911**	**13,911**

Priorities (2012-13)

- Expand the country food distribution program to include participation from partners, to help ensure the phased delivery of freezers occurs in those communities most in need.
  Status: The department has engaged Hunters & Trappers Organizations, Nunavut Tunngavik Inc., the Nunavut Development Corporation and Natural Resources Canada as partners for the delivery of community freezer infrastructure.

- Initiate consultation on the development of e-business throughout Nunavut.
  Status: *The Business Development Section is defining a terms of reference for the e-business consultation working group. The first round of consultation with stakeholders and partners is planned for January-February 2013.*

- Initiate the preparation of a renewed Nunavut Economic Development Strategy, 2013-2023.
  Status: *Renewal of the Nunavut Economic Development Strategy (NEDS), resulting in a new strategy titled the Nunavut Economic Development Strategy II (NEDS II), will occur over two years through a cooperative partnership between the department, Nunavut Tunngavik Inc. and the Canadian Northern Economic Development Agency (CanNor). Region*

consultation for the NEDS renewal began with Nunavut Economic Forum roundtables in the fall of 2012.

- Develop an entrepreneurship introduction and training program for delivery at the community level.
  Status: *The Business Development Section developed a curriculum, a participant's manual and a facilitator's manual in collaboration with the department's regional office staff. A training workshop with regional staff is underway and a first pilot of the program will be delivered this fiscal year.*

- Develop and implement, in consultation with the contracting authorities, procedures for the collection and analysis of NNI monitoring and enforcement information.
  Status: *The NNI Implementation Monitoring Manual was completed in April 2012. This document addresses the department's obligations under section 14 and 15 of the NNI Policy and outlines the role of the NNI Implementation and Accounting Analyst.*

- Study opportunities to work more closely with NTI to reduce duplication of effort in assessing eligibility for the Inuit Firm Registry and the NNI Business Directory.
  Status: *Working level meetings between departmental officials and NTI have identified critical differences in the criteria for registration on the NNI Business Directory and NTI's Inuit Firm Registry. As a result, development of a joint application process has been deemed unfeasible at this time. Both offices continue to work closely together on areas of mutual interest.*

- Perform a full review the NNI Policy, exploring areas of concern in the policy, its implementation and impact, though consultation with NTI, the contract authorities and the private sector.
  Status: *In keeping with the government's land claims obligations, the 2012-2013 Comprehensive Review is being coordinated by the NNI Review Committee, which consists of representatives from both the GN and Nunavut Tunngavik. An interim report has been completed and is currently being used to facilitate private sector consultation.*

- Continue working with partners to integrate renewable energy into Nunavut's energy regime pursuant to *Ikummatiit*.
  Status: *While there are no tangible results to report to-date, the Energy Secretariat has continued to seek partners and projects with a view to integrating renewable energy into Nunavut's energy regime.*

- Perform a Nunavut energy end-use demand study and survey.
  Status: *Lack of capacity within the Energy Secretariat has meant that this priority has not been accomplished and will carry over to 2013-14.*

- Develop and release to the public an alternative and renewable energy strategy.
  Status: *As a result of lack of capacity within the Energy Secretariat, an alternative and renewable energy strategy has not been developed.*

Priorities (2013-14)

- Review the Country Food Distribution Program and delivery of community freezer infrastructure in view of current progress on implementation of the *Makimaniq Plan*.
- Assess the viability of developing an incubator program for small businesses and startups.
- In partnership with Community Operations, implement the entrepreneurship introduction and training program.
- Complete the 2012-2013 NNI Comprehensive Review including necessary private sector consultations.
- In consultation with Nunavut Tunngavik Inc., draft a revised NNI Policy, implementing the changes identified in the 2012-2013 review.
- Disseminate information on the revised NNI Policy to procurement officials across the GN.
- Continue to provide leadership and oversight in implementing *Ikummatiit* across departments, territorial corporations and agencies.
- Perform a Nunavut energy end-use demand study and survey.
- Seek partnerships to facilitate the development of energy awareness and efficiency programs for Nunavut.

Priorities (2014-15)

- Conduct a review and analysis of existing information and communication technologies and related infrastructure and their impact on the development of Nunavut business.
- Help facilitate the changes to procurement procedures required by a revised NNI Policy.
- In partnership with CanNor and NTI, the department will release the Nunavut Economic Development Strategy II in the spring of 2014.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division provides information and advice to businesses; supports community organizations, non-governmental organizations and sector associations; and manages the implementation of the Government of Nunavut's arts & crafts and tourism development strategies.

Objectives

- To provide quality advice and support to the Minister concerning tourism, arts and crafts, film, and performing arts.
- To develop, lead and coordinate implementation of programs and strategies aimed at developing Nunavut's tourism sector and cultural industries.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Division Operations	796	**838**	838	838

The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut's arts & crafts and tourism development strategies.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Nunavut Arts and Crafts Association	300	**300**	300	300

The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Nunavut Film, Television, and New Media Program	825	**825**	825	825

The Nunavut Film, Television and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Tourism Development Program	1,800	**1,800**	1,800	1,800

This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association, marketing, research, training and product development.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Community Tourism & Cultural Industries Program	395	**395**	0	0

This program supports investments community infrastructure linking cultural industries and tourism, and investments in community tourism initiatives and beautification.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Total, Tourism and Cultural Industries	**4,116**	**4,158**	**3,763**	**3,763**

Priorities (2012-13)

- Complete the comprehensive Tourism Strategy with costed implementation plan and commence implementation, including development of tourism policies and programs.

Status: *The comprehensive Tourism Strategy with costed implementation plan is scheduled for completion within the 2012-13 fiscal year. The commencement of implementation, including development of tourism policies and programs will carry over to 2013-14.*

- Develop recommendations for revisions to the *Travel and Tourism Act*.
  Status: *The department will consider possible revisions to the Travel and Tourism Act after completing the Tourism Strategy.*

- Update and write new artist biographies and post to www.authenticnunavut.ca.
  Status: *It is anticipated that a new Authentic Nunavut QR Code-capable website will be launched by the end of the fiscal year, linking potential buyers to biographies of numerous Nunavut artists.*

- Identify federal and territorial support for the production, publishing and distribution of publications, film and online content in the Inuit Language.
  Status: *The Government of Nunavut's proposed language implementation plan includes increased support for film productions in the Inuit Language. The department is reviewing the scope of contribution policies to clarify support for Inuit Language publications.*

- Investigate circumpolar and aboriginal nations' mechanisms to improve opportunities for sustainable livelihoods in culture and the arts.
  Status: *As part of an exchange with indigenous artists from the Yamal-Nenets Region of Russia, four Nunavut artists visited the Yamal-Nenets Region, to be followed by a visit to Nunavut by indigenous artists from Yamal-Nenets in 2013.*

Priorities (2013-14)

- Evaluate the implementation of *Sanaugait*.

- Publish a handbook describing support available for the production, publishing and distribution of publications, film and online content.

Priorities (2014-15)

- Develop land-based tourism training program specifically to connect youth with Elders and transfer Inuit societal values and traditional skills.

Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of a streamlined permitting and regulatory regime and legislation to support resource management and development. It also includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

Objectives

- To implement the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To ensure that the government is doing all that is necessary to develop competitive royalty regimes, an efficient permitting process, and effective mining and petroleum legislation.
- To develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.
- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- To perform strategic analyses of issues and conditions required to stimulate petroleum development, and consolidate all relevant existing data on Nunavut petroleum exploration.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Division Operations	1,862	**1,938**	1,938	1,938

The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the *Nunavut Mineral Exploration and Mining Strategy*. It promotes investment in Nunavut's mineral and petroleum resources that brings the maximum benefit to Nunavummiut, while building awareness of resource issues locally and across Nunavut, so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities.

Science Education Enabling Program	70	**70**	70	70

This program contains two streams, which encourage students to pursue interests and careers in math, science and technology: the Math and Science Awards Fund and the Independent Science Programs for Youth (I-SPY) Fund.

Nunavut Geoscience Program	450	**450**	450	450

This program This program involves a partnership between the Geological Survey of Canada, Aboriginal Affairs and Northern Development Canada, Nunavut Tunngavik Inc. and the Government of Nunavut. This program is focused on the development of information infrastructure in Nunavut with the intent of attracting additional investment by the mining industry, increasing understanding of the geology of Nunavut, geographic information systems services and training, and building local expertise in geoscience.

Nunavut Mine Training Program 200 **200** 200 200

The Nunavut Mine Training fund is established to support the Nunavut Mine Training initiative. This fund is used to support and facilitate partnerships that provide training to Nunavut residents to allow them to participate fully in opportunities related to mineral exploration and mining.

Nunavut Mining Symposium 50 **50** 50 50

This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

Nunavut Prospector's Program 150 **150** 150 150

Established under the Nunavut Prospector's Program policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities.

Total, Minerals and Petroleum Resources	**2,782**	**2,858**	**2,858**	**2,858**

Priorities (2012-13)

- Continue to support mine training in Nunavut through collaboration between government departments, the private sector and other partner organizations.
  Status: *Collaboration has focused on developing a renewed governance structure to organize mine training activities across Nunavut, and working towards a joint territorial strategy developed in cooperation with the Northwest Territories and Yukon.*

- Continue the carving stone site evaluation project (Year 3), northern Baffin, and commence data integration into web portal.
  Status*: Year 3 field program was successfully completed (Arctic Bay, Pond Inlet, Cape Dorset, Clyde River, Hall Beach, Igloolik, Resolute and Grise Fiord). Thirty-four sites/deposits were evaluated. Large deposits or extensions of known deposits were identified outside Arctic Bay, Iqaluit, Baker Lake, Pond Inlet and Kimmirut. Consultations for Year 4 (Kitikmeot) fieldwork are complete.*

- Continue negotiations with Baffinland for the Mary River project; formal negotiations to commence once the Project Certificate is issued. Begin DPA negotiations with Agnico-Eagle Mines for Meliadine.
  Status: *Baffinland has expressed their intention to pursue formal negotiation in due course.*

- Support formal negotiations on a devolution agreement with Canada.
  Status: *Both federal and territorial negotiators have been appointed. The department continues to support the preliminary process.*

- With our partners in the Canada-Nunavut Geoscience Office, advocate for renewal of the Geo-mapping for Energy and Minerals (GEM) initiative.
  Status*: The current GEM program is $75 million over 5 years (2008-13) for the three territories (administered by NRCan, Geological Survey of Canada). To date about $30 million has been invested in geoscience research in Nunavut alone. Initially, NRCan*

promoted GEM as a 10-year initiative, so another 5-year renewal is anticipated. Support to the NRCan minister has been officially provided. Renewal in the 2013 federal budget is strongly anticipated.

- Work with NRCan and the other provincial and territorial geological surveys for renewal of the Intergovernmental Geoscience Accord (IGA).
  ***Status**: The Accord (5-year term) was ratified this summer. The IGA governs how the geological surveys across the country collaborate in their research (particularly with the national GSC).*

Priorities (2013-14)

- Complete field portion of carving stone evaluation project, Kitikmeot and advance to release of all web and paper data.
- With our partners in the Canada-Nunavut Geoscience Office , work on implementation of a renewed Geo-mapping for Energy and Minerals initiative.
- Work with Canada-Nunavut Geoscience Office on five-year research planning for the next funding agreement on CanNor's Strategic Investments in Northern Economic Development program.
- Update Nunavut Prospectors Program guide and applications.
- Complete negotiations with Baffinland for the Mary River project. Continue Development Partnership Agreement negotiations with Agnico-Eagle Mines for Meliadine. Similar discussions are anticipated for AREVA's Kiggavik Project.
- Refine and expand GN's Environmental Assessment responsibilities, including implementation of a capacity-building initiative.
- Participate in and contribute to federal Strategic Environmental Assessment for Baffin Bay/Davis Strait.
- Continue to support data collection and coordinate GN departments that contribute to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio-Economic Monitoring Committees.

Priorities (2014-15)

- Extend carving stone deposit evaluation fieldwork to complete coverage of additional promising sites, especially those for which earlier work was not possible due to weather or access. Return to key sites where the need for detailed groundwork and geophysical prospecting was identified.
- Support formal negotiations on a devolution agreement with Canada.

- Continue Development Partnership Agreement negotiations with anticipated companies (Agnico-Eagle Mines, AREVA, Sabina, Xstrata).

Priorities (2015-16)

- Carry out an advanced prospector's field school (for longer-term subscribers to the Nunavut Prospector's Program; possibly in conjunction with industry).

Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning roads, marine and air infrastructure development for Nunavut. To achieve this end, the division develops long and short-term plans and strategies for Nunavut's transportation system, including advocating for Nunavut's unique needs in federal government transportation policy activities and securing an ongoing funding agreement with the federal government for infrastructure. The division also works with communities and transportation users to plan for transportation related infrastructure.

Objectives

- To ensure the safe and efficient movement of people and goods in and out of Nunavut and within the territory.
- To implement the recommendations of the Nunavut Transportation Strategy.
- To work with the federal government to advance projects to improve roads, airports and small craft harbours.
- To help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resource development.

Programs Budget ($000)	2012-13	2013-14	2014-15	2015-16
Transportation Policy and Planning	1,023	**1,074**	1,074	1,074
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.				
Community Access Roads	500	**500**	500	500
The Community Access Roads program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities and traditional livelihood activities.				
Total, Transportation Policy and Planning	**1,523**	**1,574**	**1,574**	**1,574**

Priorities (2012-13)

- Complete engineering design on Cambridge Bay Airport Improvements.
  Status: *The design work is 75% complete. Changes in design have been made to incorporate the fact that environmental work will be required around the current fuel-dispensing tank. Final reports are expected to be presented to the Department of CGS by the end of November 2012.*

- Complete the Implementation Plan for the *Nunavut Transportation Strategy*.
  Status: *The implementation plan is well underway; however, it is not complete. This priority will carry over into 2013-14.*

- Work closely with airport divisions on implementing key objectives of the *Nunavut Transportation Strategy*
  Status: *The division has cooperated with airport divisions on several of the strategy's key objectives, for example planning the expansion of Cambridge Bay and Rankin Inlet hub airports (Objective 7), and facilitating the study by Laval University on the effects of climate change on foundation soils at Iqaluit International Airport (Objective13).*

- Initiate construction of Cambridge Bay and Rankin Inlet Airport Improvements.
  Status: *Construction at Cambridge Bay will commence only after the design phase is completed and approved. Construction has started on the Rankin Inlet improvements. Top soil on both the apron and taxi way has been removed and gravel has been installed. A ridged insulation will be applied in 2013.*

- Initiate the procurement process for a Private-Public-Partnership project for the Iqaluit Airport Improvement Project if approval to advance the project is granted.
  Status: *The* Request for Qualifications *phase of the procurement process has been successfully completed. The* Request for Proposals *phase is currently underway, with technical submission scheduled to close March 31, 2013. P3 Canada has announced a $77.3 million contribution, which is approximately 25% of the capital cost of the project.*

- Implement the *Ingirrasiliqta* Transportation Strategy, including specific initiatives to address the needs of High Arctic communities following direction from Cabinet.
  Status: *The department continues to work on the final draft of a report on the Cost of Transportation in the High Arctic Communities. Once completed, the final draft will be presented to the Sustainable Development Advisory Group for consideration.*
- Identify funding for the Iqaluit Marine Facility.
  Status: *Funding marine facilities was not available under the Building Canada Fund. The department is hopeful that such funding will be made available under any new federal funding that is created to replace the building Canada Fund.*

Priorities (2013-14)

- Complete the Implementation Plan for the *Nunavut Transportation Strategy*.

- Work closely with airport divisions on implementing key objectives of *The Nunavut Transportation Strategy*.
- Monitor major infrastructure project construction.
- Close the procurement phase of the Iqaluit Airport Private-Public-Partnership project, and begin construction.

Priorities (2014-15)

- Complete construction of Rankin Inlet and Cambridge Bay Airport projects.
- Monitor progress of Iqaluit Airport Private-Public-Partnership.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works with and assists agencies working in most Nunavut communities to ensure the services of Motor Vehicles are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licenses, vehicle registration, and Nunavut General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licenses as defined in the Canadian Drivers Licence Agreement.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Motor Vehicles	2,055	**2,116**	2,116	2,116
Ensure established motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.				
Total, Motor Vehicles	**2,055**	**2,116**	**2,116**	**2,116**

Priorities (2012-13)

- Complete development of the Nunavut Motor Vehicle Inspection Program.
  Status: *The Motor Vehicle Officers have successfully undergone training from Transport Canada in the enforcement phase of the program. Development of the required forms is under way. Completion is anticipated by March 31, 2013.*

- Review of Traffic Safety legislation.
  Status: *A request for public consultation on the proposed legislation will be submitted to cabinet for approval. If approved, public consultations will begin in January 2013.*

- Complete implementation of the Canadian Driver's License Agreement.
  Status: *This initiative is dependent on the implementation of the new Motor Vehicle Information System. This priority will be carried over to 2013-14.*

- Implement Motor Vehicles Information System.
  Status*: An updated version of the software has been identified; implementation is dependent on funding. This priority will be carried over to 2013-14.*

- Launch new Nunavut license plate.
  Status: *The new plate was launched successfully in July 2012.*

- Host Canadian Council of Motor Transport Administrators conference in Iqaluit.
  Status*: Organizing for the event has begun. The event venues have been identified and reserved. Rooms to accommodate approximately 250 delegates have also been reserved. The department is working closely with Nunavut Tourism in order to ensure that this event is successful. The event is scheduled for May 5 through 8, 2013.*

- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.
  Status: *The Motor Vehicle Officers will be required to be recertified and a policy manual will have to be created before implementation can begin. This priority will be carried over to 2013-14.*

Priorities (2013-14)

- Host Canadian Council of Motor Transport Administrators conference in Iqaluit.
- Complete implementation of the Canadian Driver's License Agreement.
- Implement Motor Vehicles Information System.
- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.

Priorities (2014-15)

- Expand implementation of the Nunavut Motor Vehicles Inspection Program to all motor vehicles.

Nunavut Airports

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B and C Airports outside Iqaluit. The division ensures that facilities and Community Aerodrome Radio Stations (CARS) are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV CANADA, and the community governments and contractors who provide services to operate and maintain the airports and CARS, as well as with the consultants and contractors needed to deliver construction projects.

Objectives

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.
- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide aviation weather and flight information to the airlines through CARS.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Nunavut Airports	15,203	**15,633**	15,633	15,633
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.				
Total, Motor Vehicles	**15,203**	**15,633**	**15,633**	**15,633**

Priorities (2012-2013)

- Identify an affiliation with a Flight Training Centre to facilitate training opportunities for Nunavummiut.
  Status: *Nunavut Airports is now affiliated with fourteen (14) flight training centers throughout the country.*

- Host a major airport conference including GN staff and regulatory and industry representatives.
  Status: *Planning is underway for a conference to be held in February 2013.*

- Continue work on training and implementation of the Safety Management System.
  Status: *The department recently was advised that the Phase 4 SMS compliance was approved by Transport Canada. The implementation of this final phase will begin in December 2012.*

Priorities (2013-14)

- Complete division's Organizational Chart and complete the hiring of related staff.
- Improve the program Validation Inspection results with Transport Canada.
- Implement Phase 4 of the Safety Management System Quality Assurance program.
- Complete major training initiative of all airport maintainers.

Priorities (2014-15)

- Complete implementation of the Safety Management System.

Iqaluit International Airport

Iqaluit International Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Iqaluit International Airport	5,499	**5,576**	5,576	5,576
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.				
Total, Iqaluit International Airport	**5,499**	**5,576**	**5,576**	**5,576**

Priorities (2012-13)

- Commence the next phase of the implementation of the Iqaluit Airport master plan through the Iqaluit International Airport Improvement Project and the P3 initiative.
  Status: *The Request for Qualifications phase of the procurement process has been successfully completed. The Request for Proposals phase is currently underway, with technical submission scheduled to close March 31, 2013. P3 Canada has announced a $77.3 million contribution, which is approximately 25% of the capital cost of the project.*
- Continue work on training and implementation of the Safety Management System.

***Status**: Training in Safety Management Systems was undertaken by all GN and contract airport operations staff. Phase IV documentation of the airport Safety Management System was accepted by Transport Canada.*

- Undertake a full review of the airport's security operations in accordance with the *Canadian Aviation Security Regulations*.
  ***Status**: The review of the airport's security operations resulted in creation of a new position of Pass Officer. A review of all airport user's "Need and Right" to access the Restricted areas of the airport was undertaken, and the number of people with access privileges was reduced.*

Priorities (2013-14)

- Continue the implementation of the Iqaluit Airport master plan with the construction of new Air Terminal if funding approved.
- Have a complete, operational and proven Safety Management System in place.

Priorities (2014-15)

- Develop a system to recover revenue from international carriers nominating Iqaluit Airport as an en route alternate in cooperation with the International Air Transport Association and International Civil Aviation Organization.
- Complete implementation of the Safety Management System.

Community Operations

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities. Community Operations also oversee business development services and regional transportation activities. Offices for Community Operations are located in the three regions of Qikiqtaaluk, Kivalliq, and Kitikmeot.

Objectives

- To ensure that the specific economic development needs of each region and their communities are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To monitor and track departmental program funds to ensure effective and efficient use of Government of Nunavut funding.
- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic development education, training and the provision of funding to businesses and other organizations.

- To assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs Budget ($000)	**2012-13**	**2013-14**	**2014-15**	**2015-16**
Community Operations	4,148	**4,345**	4,345	4,345

Community Operations provides direction and administrative support for program delivery in each region, and provides direct support to regional organizations and community governments to foster community economic development.

Business Development Centres	1,050	**1,050**	1,050	1,050

Business Development Centres in each region support the development and growth of small and medium businesses through the provision of loans and business services. The core activities of these organizations include both technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.

Community Capacity Building	4,454	**4,454**	4,454	4,454

The Community Capacity Building program provides a contribution to every Nunavut municipality to ensure each employs a qualified community economic development officer. The program also provides assistance for the preparation and implementation of community economic development plans.

Regional Chambers of Commerce	195	**195**	195	195

Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training and advocacy.

Small Business Support Program	823	**823**	823	823

The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.

Visitor Centres Program	89	**89**	89	89

This program is designed to work in partnership with municipal governments and partner organizations (such as Nunavut Tourism) to support the operations of established community and regional visitor centres.

Arts & Crafts Development Program	395	**395**	395	395

The Arts & Crafts Development program supports the development of the arts & crafts in Nunavut through the implementation of *Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector* and the carving stone supply action plan.

Strategic Investments Program	3,900	**3,900**	3,900	3,900

The Strategic Investments Program supports the implementation of the economic development priorities identified in *Tamapta/ᑕᒪᑦᑕ: Building our Future Together*, and the *Nunavut*

Economic Development Strategy. The program contributes to business expansion and provides support for economic development projects sponsored by municipalities and non-governmental organizations.

Total, Community Operations	**15,054**	**15,251**	**15,251**	**15,251**

Priorities (2012-13)

- Assist community governments to develop and produce community websites to better market the community, employment and business opportunities.
  Status: *Funding for communities who wish to develop community websites has been accessed through the Community Capacity-Building fund.*

- Facilitate and chair regional socio-economic monitoring committees with support from the Minerals and Petroleum Resources Division.
  Status: *Directors of community operations chair regional socio economic monitoring committee meetings on an ongoing basis. Socio economic monitoring reports have been written and released in each region. A socio-economic monitoring coordinator position supporting the Nunavut General Monitoring Program has been created, and, a website has been developed to supplement the communications strategy.*

- Assist in the development and implementation of regional components of the Nunavut Poverty Reduction Action Plan.
  Status: *Community operations have facilitated consultations and provide on-going input concerning the Nunavut Poverty Reduction Action (Makimaniq) Plan.*

- Assist with the identification of issues for Development Partnership Agreements.
  Status: *Community operations through the Socio-economic monitoring committees regularly consult communities and provide input to the department for the development of Developmental Partnership Agreements.*

- Provide regional support to the NNI Secretariat including chairing the qualifying committees in the Kivalliq and Kitikmeot Regions.
  Status: *The Kivalliq community operations maintain an NNI qualifying committee. All regions liaise with local businesses and provide the NNI Secretariat support on an ongoing basis.*

Priorities (2013-14)

- Assist in the implementation of the *Makimaniq Plan.*

- Support the implementation of tourism development projects mandated by *Nunavut's Tourism Strategy.*

- Assist in the continued implementation of the Country Food Distribution Policy.

- Assist in the ongoing development of socio-economic indicators for the Socio-economic Monitoring Committees (SEMCs). Facilitate applications for community based socio-economic monitoring.

- Assist in the implementation of any changes to the Sanaugait Strategy resulting from the comprehensive review.

- Development of Entrepreneur Development program curriculum and program delivery training for regional staff with support from the Business Development Division. Community pilot projects to be identified.

Priorities (2014-15)

- Provide support to the NNI Secretariat by managing regional NNI qualifying committees and assisting regional businesses with registration queries.

- Provide assistance to communities for the creation or adaptation of Community Economic Development Plans relating to major development activities, including specific sector projects.

- Facilitate stakeholder consultations and assist in the renewal of economic development contribution program policies and guidelines.

- Delivery of the Entrepreneur Development Program to Nunavut communities with support from the Business Development Division.

- Through the SEMCs, facilitate community input on project specific Development Partnership Agreements.

Priorities (2015-16)

- Deliver entrepreneur workshops to Community Economic Development Officers and community members as part of on-going community development support.

Appendix 1: Financial Summary

Branch	**2012 – 2013 Main Estimates**		**2013 – 2014 Main Estimates**		**2014 – 2015 Planned**		**2015 – 2016 Planned**	
	$000	**PYs**	**$000**	**PYs**	**$000**	**PYs**	**$000**	**PYs**
CORPORATE MANAGEMENT								
Compensation & Benefits	5,727	45.0	**6,095**	**51.0**	6,095	51.0	6,095	51.0
Grants & Contributions	5,393		**6,451**		6,451		6,451	
Other O&M	1,365		**1,365**		1,365		1,365	
Subtotal	12,485		**13,911**		13,911		13,911	
ECONOMIC DEVELOPMENT								
Compensation & Benefits	5,671	46.0	**5,986**	**46.0**	5,986	46.0	5,986	46.0
Grants & Contributions	15,146		**15,146**		14,751		14,751	
Other O&M	1,135		**1,135**		1,135		1,135	
Subtotal	21,952		**22,267**		21,872		21,872	
TRANSPORTATION								
Compensation & Benefits	5,101	45.0	**5,370**	**45.0**	5,370	45.0	5,370	45.0
Grants & Contributions	500		**500**		500		500	
Other O&M	18,679		**19,029**		19,029		19,029	
Subtotal	24,280		**24,899**		24,899		24,899	
Total	**58,717**	**136.0**	**61,077**	**142.0**	**60,682**	**142.0**	**60,682**	**142.0**

Business Plan

Government of Nunavut

2013-2016